

Notice of meeting and agenda

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

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

E-mail: allan.mccartney@edinburgh.gov.uk / jamie.macrae@edinburgh.gov.uk

Tel: 0131 529 4246 / 0131 553 8242

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 None.

4. Minutes

- 4.1 Minute of the Corporate Policy and Strategy Committee of 5 December 2017 (circulated) – submitted for approval as a correct record
- 4.2 Minute of the Corporate Policy and Strategy Committee of 22 January 2018 (circulated) – submitted for approval as a correct record

5. Forward planning

- 5.1 Corporate Policy and Strategy Committee Key Decisions Forward Plan February 2018 (circulated)
- 5.2 Corporate Policy and Strategy Committee Rolling Actions Log (circulated)

6. Business Bulletin

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

7. Executive decisions

- 7.1 Welfare Reform – Update – report by the Executive Director of Resources (circulated)
- 7.2 Full Cost Charges in Care Homes for Older People Managed by the Council – report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership (circulated)
- 7.3 Citizen’s Basic Income Pilot – report by the Head of Strategy and Insight (circulated)

- 7.4 Champion Mayors Coalition for Inclusive Growth – report by the Chief Executive (circulated)
- 7.5 Implementing the Programme for the Capital: Council Performance Framework 2017-22 – referral from the City of Edinburgh Council (circulated)

8. Routine decisions

- 8.1 Gaelic Language Plan, 2018-2022: Update on Progress – report by the Chief Executive (circulated)
- 8.2 Edinburgh Biodiversity Action Plan Annual Progress Report for 2017 – report by the Executive Director of Place (circulated)
- 8.3 Eurocities Conference and Cities4Europe Initiative – report by the Executive Director of Place (circulated)
- 8.4 Contact Performance Update: July – December 2017 – report by the Executive Director of Resources (circulated)
- 8.5 Councillor Complaints Procedure – report by the Chief Executive (circulated)
- 8.6 Scottish Government Consultation – Review of Gender Recognition Act 2014 – report by the Chief Executive (circulated)
- 8.7 2018/19 Annual Police Plan: Response to Consultation – report by the Chief Executive (circulated)

9. Motions

- 9.1 None.

Laurence Rockey

Head of Strategy and Insight

Committee Members

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Burgess, Doggart, Macinnes, Main, McLellan, Perry, Rankin and Whyte.

Information about the Corporate Policy and Strategy Committee

The Corporate Policy and Strategy consists of 11 Councillors and is appointed by the City of Edinburgh Council. The Corporate Policy and Strategy Committee usually meets every eight 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 Allan McCartney or Jamie Macrae, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 4246/0131 553 8242.

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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Item 4.1 - Minutes

Corporate Policy and Strategy Committee

10.00 am, Tuesday, 5 December 2017

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Burgess, Child (substituting for Councillor Perry), Doggart, Macinnes, Main, McLellan, Rankin and Whyte.

1. Minutes

Decision

To approve the minute of the Corporate Policy and Strategy Committee of 3 October 2017 as a correct record.

2. Corporate Policy and Strategy Committee Key Decisions Forward Plan

The Corporate Policy and Strategy Committee Key Decisions Forward Plan for 27 February 2018 was presented.

Decision

To note the key decisions forward plan.

(Reference – Key Decisions Forward Plan, submitted.)

3. 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 items 9, 10, 11, 12, 13, 15, 16 and 18.
- 2) To otherwise note the Rolling Action Log.

(Reference – Rolling Actions Log, submitted.)

4. Corporate Policy and Strategy Committee Business Bulletin

The Corporate Policy and Strategy Committee Business Bulletin was presented.

Decision

To note the Business Bulletin.

(Reference – Corporate Policy and Strategy Committee Business Bulletin, submitted.)

5. Edinburgh Biodiversity Duty Report 2015-2017

The Edinburgh Biodiversity Duty Report for the period January 2015 to December 2017 was presented. Details were provided of the activities being carried out across the Council to support and conserve biodiversity.

Decision

- 1) To approve the Edinburgh Biodiversity Duty Report 2015-17 for submission to Scottish Government and publication on the Council's website.
- 2) To note the contributions and achievements made across the Council to meet Edinburgh's biodiversity duty.

(References – Corporate Policy and Strategy Committee, 12 April 2016 (item 9); report by the Executive Director of Place, submitted.)

6. Sustainable Energy Action Plan

As requested by Committee in March 2017, an update was provided on actions labelled "red" and "amber" in the Sustainable Energy Action Plan Annual Report, which presented data on the carbon emissions reduced to date and information on the action programme and key initiatives.

Decision

- 1) To note the report by the Executive Director of Place.
- 2) To request that the next update include:
 - a) SMART outcomes, particularly on delivery and accountability;
 - b) Details of which projects were Council-led;
 - c) An update on the status of actions 21, 23 and 24, which were owned by Dunedin Canmore.

(References – Corporate Policy and Strategy Committee, 28 March 2017 (item 13); report by the Executive Director of Place, submitted.)

7. Change Management Reform

Details were provided of proposals to implement a portfolio and a coordinated change management approach to the planning and delivery of change.

Decision

- 1) To note the current governance arrangements for major projects.
- 2) To endorse the proposed enhancements to current governance arrangements, standards and processes in line with good project and programme delivery practice, on the basis that the monthly dashboard information would be shared with Group Leaders.
- 3) To endorse the approach to change management and implementation of a portfolio management approach to support delivery of outcomes required to deliver the business plan.

- 4) To refer the report to the Governance, Risk and Best Value Committee on 16 January 2018.

(Reference – report by the Chief Executive, submitted.)

8. Assurance of Council Human Resources Policies – referral from the Governance, Risk and Best Value Committee

Proposals for a streamlined assurance process for Human Resources policies were outlined.

Decision

To approve the streamlined assurance process for Human Resources policies.

(References – Governance, Risk and Best Value Committee, 26 September 2017 (item 11); report by the Executive Director for Resources, submitted.)

9. Summary Report on Community Empowerment (Scotland) Act 2015: Proposed Consultation Response on Common Good Matters – referral from the Finance and Resources Committee

Committee considered the Council's response to the Scottish Government's consultation on the statutory guidance for local authorities on how to fulfil the requirements of the Community Empowerment (Scotland) Act 2015 in relation to common good property.

Decision

To note the report.

(References – Finance and Resources Committee, 28 September 2017 (item 11); report by the Executive Director for Resources, submitted.)

10. Council Resilience: Annual Report

Information was provided on Council resilience activities and initiatives undertaken during the period 1 October 2016 to 30 September 2017.

Decision

- 1) To note the resilience activities undertaken during the period of the report.
- 2) To note the resilience model and reporting structure.
- 3) To approve the proposed Resilience service forward work plan for 2017/18.

(Reference – report by the Chief Executive, submitted.)

11. Working Groups as Public Meetings

As requested in August 2017, Committee considered a report on the possibility of Council working groups being held in public.

Decision

- 1) To note that executive and planning and regulatory committees had responsibility for all aspects of working groups within their remit, including whether they should be held in public.
- 2) To note that consideration should be given by the relevant parent committee to whether the working group was the most appropriate vehicle for each matter.

(References – Corporate Policy and Strategy Committee, 8 August 2017 (item 15); report by the Chief Executive, submitted.)

12. Edinburgh and South East Scotland City Region Deal – Role of Third Sector and Social Enterprises

An update was provided on the Edinburgh and South East Scotland City Region Deal, including details of the overall governance position, engagement with the private sector and third sector in the run up to the signing of terms, and the role envisaged for the third sector and social enterprises as partners entered the delivery phase of the Deal.

Decision

To note the report.

(References – Corporate Policy and Strategy Committee, 8 August 2017 (item 6); Act of Council (No. 5), 26 October 2017; report by the Chief Executive, submitted.)

13. Internal Audit Quarterly Update Report – referral from the Governance, Risk and Best Value Committee

Details were provided of Internal Audit activity for the period 1 January to 30 June 2017.

Decision

To note the audit report with high risk findings concerning Management Information – Referral from the Edinburgh Integration Joint Board Audit and Risk Committee.

(References – Governance, Risk and Best Value Committee, 26 September 2017 (item 4); report by the Chief Internal Auditor, submitted.)

14. Edinburgh Schools Inquiry

An update was provided on actions taken by the Council in response to the Edinburgh Schools Inquiry Report, in particular through the work of the officer Working Group that had been set up to consider the implications of the Report.

Decision

- 1) To note the report and the continued positive progress that was being made by the Working Group.
- 2) To note the intention to report further within 12 months, including key completion dates. Members would also be advised when building completion certificates had been issued for the Royal High School and Craigmount High School.

(References – Act of Council (No. 3), 9 February 2017; report by the Chief Executive, submitted.)

15. Motion by the Lord Provost – Armed Forces Reservists

The following motion by the Lord Provost was submitted in terms of Standing Order 29.1:

“Committee:

Notes that there has been a structural change in the Armed Forces resulting in a greater number and reliance on Reservists.

Notes that Council has recently signed up to the Armed Forces Covenant which commits to promoting the employability and skills of Reservists.

Notes that the Council does not currently know how many of its employees are Reservists and that therefore has not quantified the risk if some or all are called up for duty.

Instructs the Chief Executive to:

Submit a report to committee, in 2 cycles, detailing the number of Reservists currently employed by service.

Update the Council Risk Register to include the information contained in the report.”

Decision

To approve the terms of the motion by the Lord Provost.

Item 4.2 - Minutes

Corporate Policy and Strategy Committee

10.00 am, Monday, 22 January 2018

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Burgess, Doggart, Macinnes, Main, Perry, Rankin, Webber (substituting for Councillor McLellan) and Whyte.

Also Present

Councillor Henderson.

1. Health and Social Care Improvement Programme and Short-term Resource Implications

Details of the Health and Social Care Improvement Programme were provided. The Improvement Programme built upon the Edinburgh Health and Social Care Partnership's Statement of Intent, which was approved by the Edinburgh Integration Joint Board in November 2017 and set out seven key areas requiring intensive remedial action for all health and social care services in the city.

The Improvement Programme was informed by the recommendations of the Care Inspectorate/Health Improvement Scotland's inspection of Edinburgh's health and social care services for older people, but had a wider focus, affecting all the work of the Partnership.

Decision

- 1) To note the short-term resource allocation detailed in paragraph 3.6 of the report.
- 2) To note the comprehensive improvement programme for the Health and Social Care Partnership, set out in full at Appendix 1 and in summary at Appendix 2.
- 3) To note the arrangements to co-ordinate the staffing resources to balance local knowledge and flexibility/speed of recruitment.
- 4) To note that a Direction had been drafted in relation to re-prioritisation of resource allocation to allow implementation of the short-term actions described in paragraph 3.6 of the report; this Direction would be issued to the Council and NHS Lothian following the Integration Joint Board's meeting in January 2018.

Declarations of interest

Councillors Rankin and Webber declared non-financial interests in this item as members of the Edinburgh Integration Joint Board.

(References – Edinburgh Integration Joint Board, 17 November 2017 (item 6) and 15 December 2017 (item 9); report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

Corporate Policy and Strategy Committee – 27 February 2018

15 May 2018

Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Council Commitments
1.	Change Portfolio	15 May 2018		Chief Executive Lead Officer: Scott Robertson scott.robertson@edinburgh.gov.uk 0131 469 3048	
2.	The Future Management and Ownership of Easter Craiglockhart Hill Local Nature Reserve	15 May 2018		Executive Director of Place Lead Officer: David Jamieson david.jamieson@edinburgh.gov.uk 0131 529 7055	
3.	Risk Management Policy	15 May 2018		Executive Director of Resources Lead Officer: Nick Smith nick.smith@edinburgh.gov.uk 0131 529 4377	

Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Council Commitments
4.	Sustainable Energy Action Plan (SEAP) Update	15 May 2018		Executive Director of Place Lead Officer: Janice Pauwels janice.pauwels@edinburgh.gov.uk 0131 469 3804	
5.	Armed Forces Reservists	15 May 2018		Executive Director of Resources Lead Officer: Katy Miller katy.miller@edinburgh.gov.uk 0131 469 5522	
6.	Council Health and Safety Policy – annual review	15 May 2018		Executive Director of Resources Lead Officer: Susan Tannahill susan.tannahill@edinburgh.gov.uk 0131 553 8336	
7.	Water Safety Policy (new)	15 May 2018		Executive Director of Resources Lead Officer: Susan Tannahill susan.tannahill@edinburgh.gov.uk 0131 553 8336	
8.	Data Driven Community Empowerment	15 May 2018		Chief Executive Lead Officer: Laurence Rockey laurence.rockey@edinburgh.gov.uk 0131 469 3493	

Corporate Policy and Strategy Committee

27 February 2018

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	Early 2018		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	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 recognise that no further disciplinary action would be instigated in relation to these matters until all relevant information was available. 2) To agree that a further report would thereafter be considered by Committee advising of any further management action.	Chief Executive Chief Executive	Autumn 2018 Autumn 2018		A report will be brought back to Committee once the ongoing due legal process is concluded.
3	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	Acting Executive Director of Resources	Not specified		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
	24.01.17		<p>the Land Registration (Scotland) Act 2012.</p> <p>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.</p> <p>3) To call for an update on the progress of the transfer of land from the Sasines Register to comply with the Land Registration (Scotland) Act 2012.</p>				<p>Letter outlining the Council position circulated by email to members on 19 October 2017 – closed.</p>
4	04.10.16	Business Case for the Management Transfer of Secondary School Sports Facilities to Edinburgh	That an update report be submitted to Committee in 6 months.	Acting Executive Director of Communities and Families	Not specified		Financial validation is required – needs to be considered by CLT before coming back to Committee.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Leisure – Progress Report					
5	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	Not specified		
6	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			The Committee on 6 December 2016 asked that a report be submitted to the meeting on 24 January 2017. The report related to a national UASC dispersal scheme which, at the time it was written, was expected to be implemented imminently. It has since emerged that

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p>there is no legal basis for a national transfer scheme so the report is on hold whilst that legal aspect is confirmed by the Home Office.</p> <p>There has been no movement or discussion between the Scottish and UK governments about this. A report will be brought to Committee as soon as progress is made.</p>
7	06.12.16	New Performance Management Framework and Policy	To request a review of the Policy after one year of operation (April 2018).	Acting Executive Director of Resources	August 2018		Report to go to F&R Committee in June 2018 – progress to be reported back to CP&S following this.
8	24.01.17	Strategy and Insight	To agree that the Fair Trade Policy and	Chief Executive	May 2018		Report to be available at the May 2018

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Sustainability Policies - Assurance Statement	Resource Use Policy would be reviewed in light of new legislation and Council structures and reported to Committee for approval within 12 months				meeting.
9	03.10.17	Welfare Reform Update	<ol style="list-style-type: none"> 1) To agree that officers would provide Power to the People with the Homelessness and Housing Council Policy. 2) To note that the Homelessness and Housing Senior Support Manager would arrange to meet with people experiencing temporary accommodation issues. 3) To agree that the Customer Manager 	Executive Director of Resources	Not specified		<p>Update provided to members as a Briefing Note in November 2017: the policy was provided electronically in December 2017 – closed.</p> <p>Invites had been sent to the group to attend meetings in October 2017, however none of the dates were suitable. The group were considering attendance at a meeting in December 2017.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>would liaise with the Advice Services Team about the restructure of the service and the impact of a reduction on resources and the capacity of the service to give advice, and whether the 70% success rate of people appealing against the benefits decisions was being fed back to the Department of Works and Pensions (DWP).</p> <p>4) To provide Councillors with a projection of the number of Universal Credit (UC) claimants after it was rolled out to everyone.</p>				<p>The impact of a reduction on resources had not yet been considered through the Advice Review. A full Equalities and Rights Impact Assessment would be carried out when the new model for advice services was finalised.</p> <p>The DWP was not in a position to provide data regarding projections of claimants in UC full service until early 2018.</p>
10	03.10.17	Public Bodies	To request a report to	Head of	Not specified		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Climate Change Duties Report 2016-17	committee on the outcome of the review of governance intended to assist in identifying and implementing carbon reduction projects.	Strategy and Insight			
11	05.12.17	Sustainable Energy Action Plan	To request that the next update include: a) SMART outcomes, particularly on delivery and accountability. b) Details of which projects were Council-led. c) An update on the status of actions 21, 23 and 24, which were owned by Dunedin Canmore.	Executive Director of Place	Not specified		
12	05.12.17	Edinburgh Schools Inquiry	1) To note the intention to report further within 12 months, including key completion dates.	Chief Executive	December 2018		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) Members would be advised when building completion certificates had been issued for the Royal High School and Craigmount High School.				
13	05.12.17	Armed Forces Reservists – motion by the Lord Provost (Agenda for 5 December 2017)	Instructs the Chief Executive to: 1) Submit a report to committee, in 2 cycles, detailing the number of Reservists currently employed by service. 2) Update the Council Risk Register to include the information contained in the report.	Chief Executive	15 May 2018		



Item 6.1 - Business Bulletin

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

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

Corporate Policy and Strategy Committee

Convener:	Members:	Contact:
<p>Councillor Adam McVey</p>  <p>Vice Convener: Councillor Cammy Day</p> 	<p>Councillor Adam McVey (Convener)</p> <p>Councillor Cammy Day (Vice-Convener)</p> <p>Councillor Robert Aldridge</p> <p>Councillor Steve Burgess</p> <p>Councillor Phil Daggart</p> <p>Councillor Lesley Macinnes</p> <p>Councillor Melanie Main</p> <p>Councillor John McLellan</p> <p>Councillor Ian Perry</p> <p>Councillor Alasdair Rankin</p> <p>Councillor Iain Whyte</p>	<p>Allan McCartney Committee Services</p> <p>Jamie Macrae Committee Services</p>

Recent news	Background
<p>National Barrier Asset</p> <p>Public Safety have been working with colleagues from CEC Workshops and Police Scotland to successfully develop the Council stock of temporary hostile vehicle mitigation barriers. This has culminated in recent tests at the Motor Industry Research Association (MIRA) establishment in Nuneaton. Initial tests were very positive, slowing up vehicles and creating noise to alert any people in the area, and ideas for improvement and further testing have since been discussed and are likely to be implemented. This will provide a number of fully flexible “gates” which can be deployed by Council resources, and which can provide a known level of protection to events in the City.</p> <p>Currently, Edinburgh is the only local authority that has devised and developed its own protection system. The</p>	<p>Councillor Jim Campbell raised a motion at Council on 23 November 2017 (item 14) regarding the National Barrier Asset.</p>

image is of a prototype deployed to protect Castle Concerts, July 2017.

The more robust National Barrier Asset (NBA) is still in place in the six key locations around the Royal Mile, principally to protect the Fringe High Street and Tattoo events, as well as any other events or marches on the High Street. The NBA has been in place for around 6 months and has a year's deployment period left. Adjustments to some sections of the NBA have been requested to accommodate Fringe event planning on the High Street for 2018. Police Scotland are currently looking at the practicalities and costings for this.

The Centre for the Protection of National Infrastructure (CPNI) is currently preparing a full report for counter terrorist measures around the whole of the City Centre. This report should be available before summer 2018 and relevant content will be shared with Committee thereafter.



Forthcoming activities:

Corporate Policy and Strategy Committee

10.00am, Tuesday 27 February 2018

Welfare Reform – Update

Item number 7.1

Report number

Executive/routine

Wards

Council Commitments

Executive Summary

This report details the Council's ongoing Welfare Reform activities, including the current Universal Credit (UC) position following the significant changes announced by the UK Chancellor on 23 November 2017. It also considers the benefit cap, its impact on Edinburgh citizens and related transitional activities.

This report also details a service proposal to phase out and withdraw paper-based application forms for Housing Benefit/Council Tax Reduction in favour of digital applications. This change would be effectively supported through a range of activities.

Welfare Reform - Update

1. Recommendations

- 1.1 It is recommended that the Corporate Policy and Strategy Committee:
 - 1.1.1 note the ongoing work to support University Credit (UC) and Welfare Reform, in particular the extension of the benefit cap in Edinburgh;
 - 1.1.2 note the current spend projections for DHP, Council Tax Reduction Scheme and the Scottish Welfare Fund;
 - 1.1.3 agree, subject to an appropriate Impact Assessment, to withdraw paper application forms for Housing Benefit/Council Tax Reduction in favour of a digital only application; and
 - 1.1.4 agrees to refer this report to the Governance, Risk and Best Value Committee to consider as part of their work programme.

2. Background

- 2.1 The Welfare Reform update is reported to the Corporate Policy and Strategy Committee on a quarterly basis. The last report was considered by Committee on 3 October 2017.

3. Main report

Universal Credit

- 3.1 As part of the Universal Credit (UC) live service, UC has been available to new, single claimants in Edinburgh, who would previously have been eligible for Job Seekers Allowance. As a result of the Chancellors Autumn statement on 23 November 2017, no new claims will now be accepted for the UC live service. This decision will allow DWP to concentrate on the implementation of 'full service UC'. In addition the rollout of full service UC in Edinburgh has been moved from June to October 2018.
- 3.2 The Chancellor's statement included significant changes to the national roll out schedule for Universal Credit and detailed a £1.5 billion support package. The following table summarises the key changes:

Implementation	Universal Credit Policy Change
January 2018	<p>Cessation of new claims for Universal Credit Live Service from January 2018, resulting in additional citizens claiming legacy benefits.</p> <p>Extended period to repay UC advances has been increased from 6 to 12 months, allowing citizens to receive 100% advance of their projected payment from January 2018. Advances will be paid within 5 days of applying.</p> <p>Proposed plans to extend partnership working with Citizen Advice, to provide more face to face support to UC claimants</p> <p>Households with more than 2 children will continue to claim legacy benefits and will not transfer to UC until 2019.</p>
Spring 2018	DWP will launch online advance request facility.
February 2018	Abolition of seven day waiting period, reducing the assessment to payment period from 6 to 5 weeks.
April 2018	Housing Benefit Run-On will be introduced for UC claimants, awarding an additional 2 weeks Housing Benefit to support citizens meet their Housing Costs during the transitional period.
TBC	Private landlords will be able to apply for a managed payment if specific circumstances can be demonstrated that are likely to result in rent arrears. NB This can be done In Scotland however agreement is required from the citizen at this time.
October 2018	UC Full Digital Service implemented in Edinburgh.

- 3.3 The Council is working with the DWP to effectively implement these actions, however, it is anticipated that the transition of UC live claimants back to legacy benefits will increase the Council's Housing/Council Tax Benefit caseload for a short period until full service is introduced.

UC Caseload in Edinburgh

- 3.4 In December 2017 the DWP reported that there were 2666 UC claimants in Edinburgh. Of this total 60% (1597) were seeking work and 40% (1069) had an element of employment.

Scottish Welfare Fund (SWF) and UC Claims

- 3.5 To assess the impact of UC on alternative funding streams, information is collated on claimants citing UC as a reason for applying for a Crisis Grant from the Scottish Welfare Fund. From April 2017 to 31 December 2017 there were 561 Crisis Grant applications (£45,770) where financial hardship related to UC was cited. In line with the national policy these citizens are referred, in the first instance, to the DWP for a short-term benefit advance.

Personal Budgeting Support Referrals and Assisted Digital Support and UC

- 3.6 The Council, in conjunction with the DWP, continues to offer Personal budgeting support. To date the demand for this has been low, despite instances of co-location to allow citizens instant access to the service. The DWP are exploring how to work more closely with Citizen Advice to effectively support the transition to full service UC.

Council Housing Services and UC

- 3.7 At the end of December 2017 there were 523 council tenants receiving UC, compared to 520 tenants at the start of the 2017/18. The total value of rent due to be collected from tenants on UC is approximately £217k per month (£2.61m per annum).
- 3.8 In line with recent national changes no Edinburgh citizens will move on to UC until full service in Edinburgh is rolled out. Existing tenants on UC will continue to receive advice to help them meet their rent payment responsibilities.

Temporary and Supported Accommodations

- 3.9 Wherever possible households are placed in temporary accommodation to reduce the likelihood of under occupancy, however, on occasion a larger property may be used to meet an emergency housing need.
- 3.10 Currently 13 of 421 households who are under occupying are in CEC owned temporary accommodation. These households are entitled to claim DHP to cover the relevant under occupancy element and appropriate assistance is provided.
- 3.11 Additional support is also offered to those in temporary accommodation who have had their benefit capped. Council services visit those affected and referrals are made to the Advice Shop/other advice services for financial health checks, accommodation advice, DHP application support etc.

Advice Services

- 3.12 Advice agencies continue to support citizens reliant on state and local authority financial assistance for essential living costs. There was a seasonal downturn in

debt enquiries during the festive period, consistent with previous years. It is anticipated that the number of enquiries will rise during the first quarter of 2018.

- 3.13 The number of appeals where advice agencies have represented claimants has remained steady. Again, it is anticipated that the number of appeals listed will increase from mid-January 2018. The Advice Shop’s representation at appeals resulted in a claimant success rate of between 71 – 83% over the latest period.

Extension of Benefit Cap

- 3.14 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 cap (£384 for couple/single person with children or £258 for a single person) then their Housing Benefit is reduced until they are brought back within the income cap.

- 3.15 The following table shows the number of benefit cap cases applied for each tenure type and the average weekly loss in Benefit for these citizens, up to January 2018.

Tenure	No of Households Affected	Average Weekly Loss in Benefit	% of all Benefit Cap Cases	Number in receipt of DHP	Average award of DHP
Temporary Accommodation	131	£199.61	25%	18	£111.21
Mainstream Council Tenancies	79	£44.57	15%	27	£38.99
Private Rented Sector	124	£73.31	24%	46	£72.28
Housing Association (RSL)	27	£43.16	5.5%	6	£19.28
LINK PSL	158	£30.29	30.5%	63	£53.73
Total	519	N/A	100%	160	N/A

- 3.16 The total number of claimants affected by the benefit cap has been less than anticipated, with a total of 519 households affected up to 9 January 2018. The Council and key stakeholder agencies continue to engage with citizens, to ensure appropriate levels of advice and guidance.
- 3.17 A specific benefit cap event was held on Thursday 9 November 2017 at Royston Wardieburn Community Centre for claimants in the north area of Edinburgh. Invites

were issued to 112 benefit cap claimants living in EH4, EH5 and EH6 postcodes prior to this event, with 12 in attendance.

- 3.18 A total of 17 different agencies participated at the event including employability, advice, housing, multiple benefits/grants and early years services. The event was also attended by elected members and representatives from local community groups who provide support to claimants.
- 3.19 There were a number of positive outcomes from the event and four claimants affected by the benefit cap were given assistance in applying for Discretionary Housing Payments. A further two claimants with long term health conditions, engaged with 'All In Edinburgh' and are pursuing a Training Programme to help them back into employment.

Council Tax Reduction Scheme (CTRS)

- 3.20 The National Settlement and Distribution Group have allocated £26.672m in CTRS funding for 2018/19 (£26.467m in 2017/18) to the Council. No significant changes have been made to the scheme. Appendix 1 outlines the Council's CTRS spend to 31 December 2017.

Scottish Welfare Fund (SWF) – Crisis Grants and Community Care Grants

- 3.21 Crisis Grants and Community Care Grant applications continue to be considered for medium and high priority cases. Appendix 2 outlines the Council's SWF spend profile at 31 December 2017. The table below details the 2017/18 budget allocation and total spend to 31 December 2017.

	Budget 2017/18 (£)	Carry Over to 2017/18	Total Budget (£)	2017/18 Spend April to Dec (£)
Crisis Grants	£655,051.80	£0.00	£655,051.80	£500,190.83
Community Care Grants	£1,528,454.20	£330,000.00	£1,858,454.20	£1,107,295.77
Total	£2,183,506.00	£330,000.00	£2,513,506.00	£1,607,486.60

- 3.22 The number of SWF 2nd Tier Reviews heard by the SPSO between April 2017 and 31 December 2017 was 34. A total of 16 (47%) reviews were upheld in favour of the SWF and 18 (53%) overturned in favour of the citizen.
- 3.23 There were a total of 2035 referrals made to Foodbanks in Edinburgh between April 2017 and 31 December 2017.

Discretionary Housing Payments (DHP)

3.24 From 1 April 2017, DHP funding was devolved from the DWP to the Scottish Government. The allocation for Edinburgh for 2017/18 is as follows:

- Under Occupancy mitigation - Funding is allocated in two tranches and is based on forecasted Under Occupancy charges. The first tranche of funding is £3.1m or 80% of the expected cost.
- Other DHPs - This includes assistance for those affected by the Benefit Cap and Local Housing Allowance reforms. The funding for Other DHPs is £1.7m (£1.45m from the DWP in 2016/17).

The initial total of the DHP fund for 2017/18 is £4.8m, however this does not include the remaining 20% of funding to fully mitigate under occupancy, which would increase the fund to around £5.6m. Analysis suggests this that the total fund is likely to be £5.4m, given levels of under occupation in Edinburgh.

3.25 As of 31 December, the Council's DHP position was as follows:

Total Fund for 2017/18	£4,836, 647*
Net Paid to Date	£3,663,300.90
Committed pending related benefit process	£1,028,052.80

*exclusive of additional 20% to be allocated in 2018.

3.26 There have been 6382 DHP applications up to 31 December 2017 of which 524 were refused. The overall refusal rate is 8.2% and the most common reason for refusal is where a customer's income exceeds their expenditure. The number of days to process a request for a DHP was 13 days. Appendix 3 outlines the Council's DHP spend profile at December 2017.

3.27 As part of an ongoing awareness campaign road shows are being held within each locality to highlight the availability of the fund. The purpose of the events is to promote DHP and answer any questions which locality staff may have around DHP. The events have been well attended, with positive feedback.

Scottish Social Security

3.28 A new Scottish Security Agency is being established by the Scottish Government to administer benefits devolved from Central Government. This does not include the Scottish Welfare Fund and DHP fund which will remain with local authorities to administer.

3.29 The Council continues to liaise with Scottish Government and COSLA to support the design and delivery of the new scheme and provide the best possible outcomes for citizens. The Council's Customer team remains the main liaison with Scottish

Social Security Agency and further updates will be provided to Committee as operating arrangements are clarified

Application for Benefit – Online Opportunities

- 3.30 As part of ongoing modernisation activities the service has impact assessed the merits of moving to a digital only application form for Housing Benefit and Council Tax Reduction Benefit. The removal of paper forms would bring the council in line with the DWP and a number of other councils. This would deliver a range of citizen, service and efficiency benefits, on the understanding that, as appropriate, citizens will continue to receive support and advice. This service change is considered in detail at Appendix 4.

4. Measures of success

- 4.1 The success of the Welfare Reform programme continues to be measured through:
- reductions in forecast loss of income; and
 - customer satisfaction with advice and advocacy services relating to benefit changes and ensuring people get their full entitlement under the new arrangements.

5. Financial impact

- 5.1 The increase in numbers of people experiencing hardship has led to increased demand for services across the Council and partner advice agencies. There is a risk to Council income, particularly in relation to rent arrears, changes to subsidy levels for temporary accommodation and service charges. Known risks include:
- loss of rental income to the Housing Revenue Account (HRA) arising from Housing Benefit reforms and Direct Payment under UC;
 - Scottish Welfare Fund and DHP budget will be insufficient to meet demand longer term;
 - the spend on Council Tax Reduction Scheme exceeds the available funding;
 - reduced DWP Administration Subsidy due to the abolition of Council Tax Benefit, the phasing out of Housing Benefit and Central Government budget savings;
 - increased demand on advice and advocacy both for the Council and Third Sector advice agencies; and
 - increase in homeless population where delays in payment of rent due to assessment periods for UC in the private sector.

6. Risk, policy, compliance and governance impact

- 6.1 The financial risk to the Council as well as the risk to the Council's reputation is being monitored regularly. Actions taken to assess and mitigate these risks and ensure effective governance include:
- updates provided to Corporate Policy and Strategy on a quarterly basis;
 - annual update to the Governance, Risk and Best Value Committee;
 - dedicated teams introduced to provide support and assistance; and
 - quarterly meetings with Elected Members, Council Officers and External Partners.

7. Equalities impact

- 7.1 The UK Government has prepared Equalities and Human Rights assessments for the welfare reform proposals. The Council will undertake Integrated Impact Assessments when necessary for appropriate proposals.
- 7.2 An Impact Assessment will be undertaken in relation to the proposed removal of paper forms in advance of implementation

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 and financial exclusion.

9. Consultation and engagement

- 9.1 Council officials continue to engage with the UK and Scottish Governments, directly and through COSLA, with the DWP, the Third Sector, the NHS and other partners. The Council is also engaging with citizens, both in and out of work, who rely on benefit income and tax credits.
- 9.2 The Council continues to participate in groups looking at the impacts of Welfare Reform, including COSLA's Welfare Reform Local Authority Representative Group.
- 9.3 A full Equalities Impact Assessment of the removal of paper forms will be undertaken in advance of implementation.

10. Background reading/external references

[Welfare Reform – Update: report to Corporate Policy and Strategy Committee 28 February 2017](#)

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

[Welfare Reform – Update: report to Corporate, Policy and Strategy Committee, 9 August 2016](#)

[Welfare Reform – Update: report to Corporate, Policy and Strategy Committee, 17 May 2016](#)

[Welfare Reform – Update report to Corporate Policy and Strategy Committee 23 February 2016](#)

Stephen S. Moir

Executive Director of Resources

Contact: Neil Jamieson – Senior Customer Manager

E-mail: neil.jamieson@edinburgh.gov.uk | Tel: 0131 469 6150

Sheila Haig – Customer Manager - Transactions

E-mail: Sheila.haig@edinburgh.gov.uk | Tel: 0131 469 5088

11. Appendices

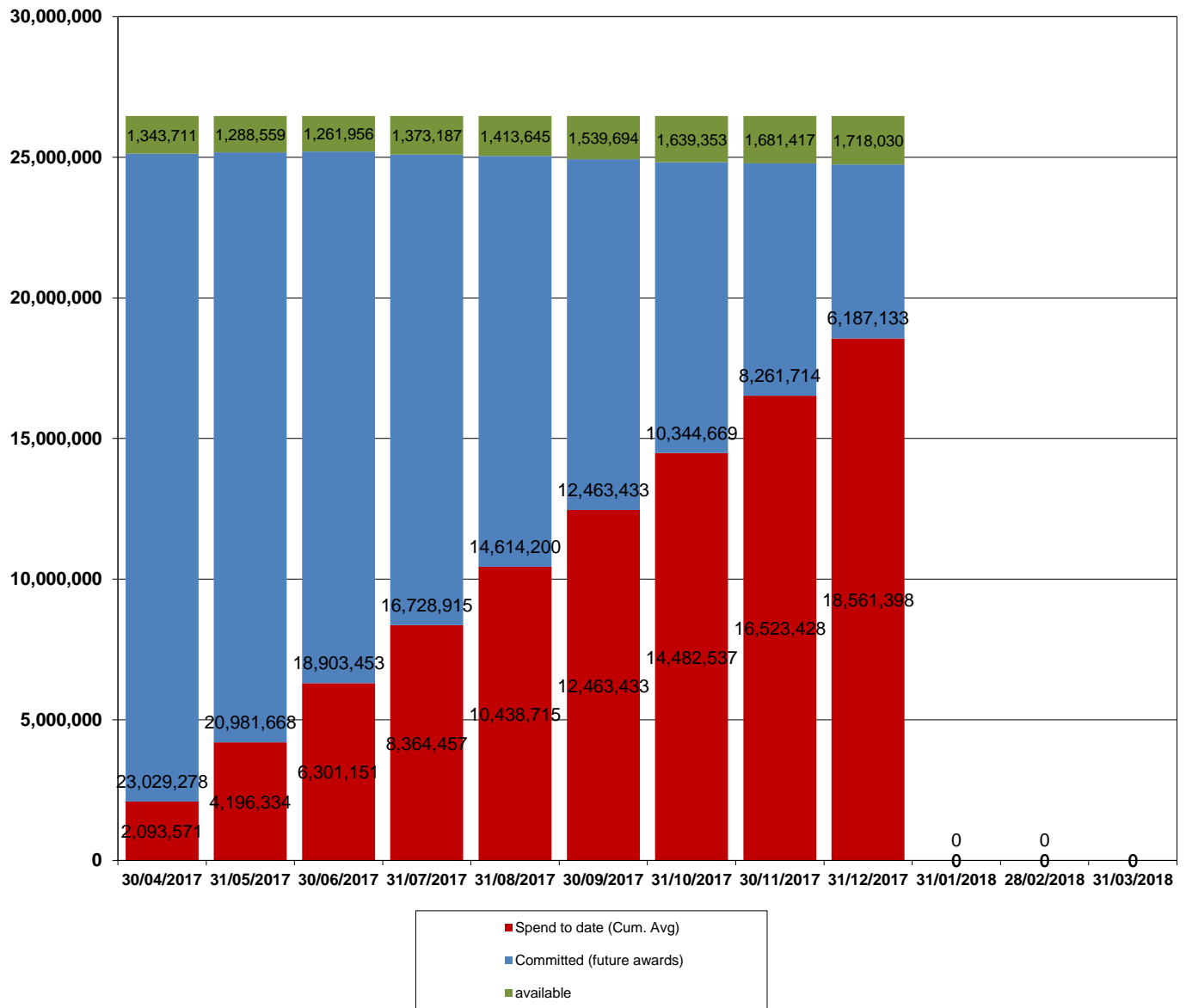
Appendix 1 – Council Tax Reduction Scheme Spend

Appendix 2 – Scottish Welfare Fund Spend

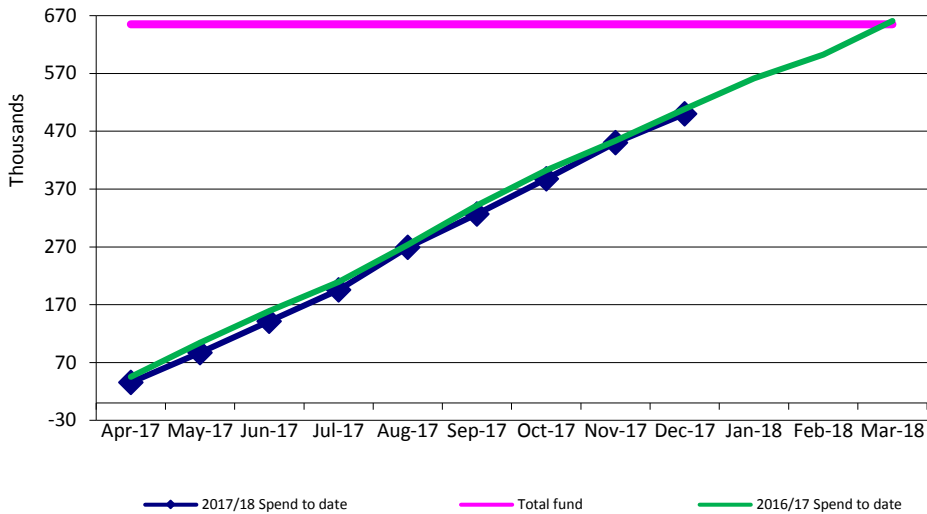
Appendix 3 – Discretionary Housing Payment Spend

Appendix 4 – Removal of Paper Forms for Housing Benefit/Council Tax Reduction

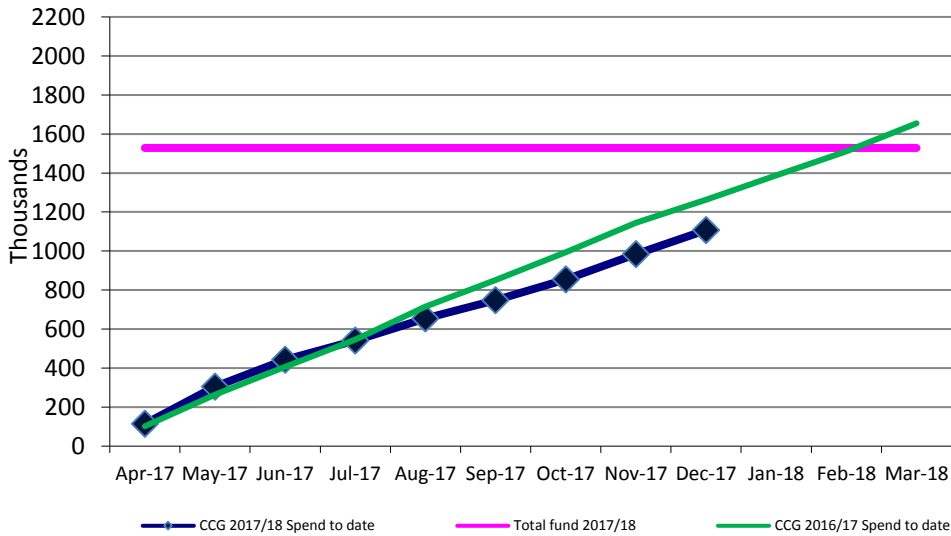
CTRS Distribution 2017/18



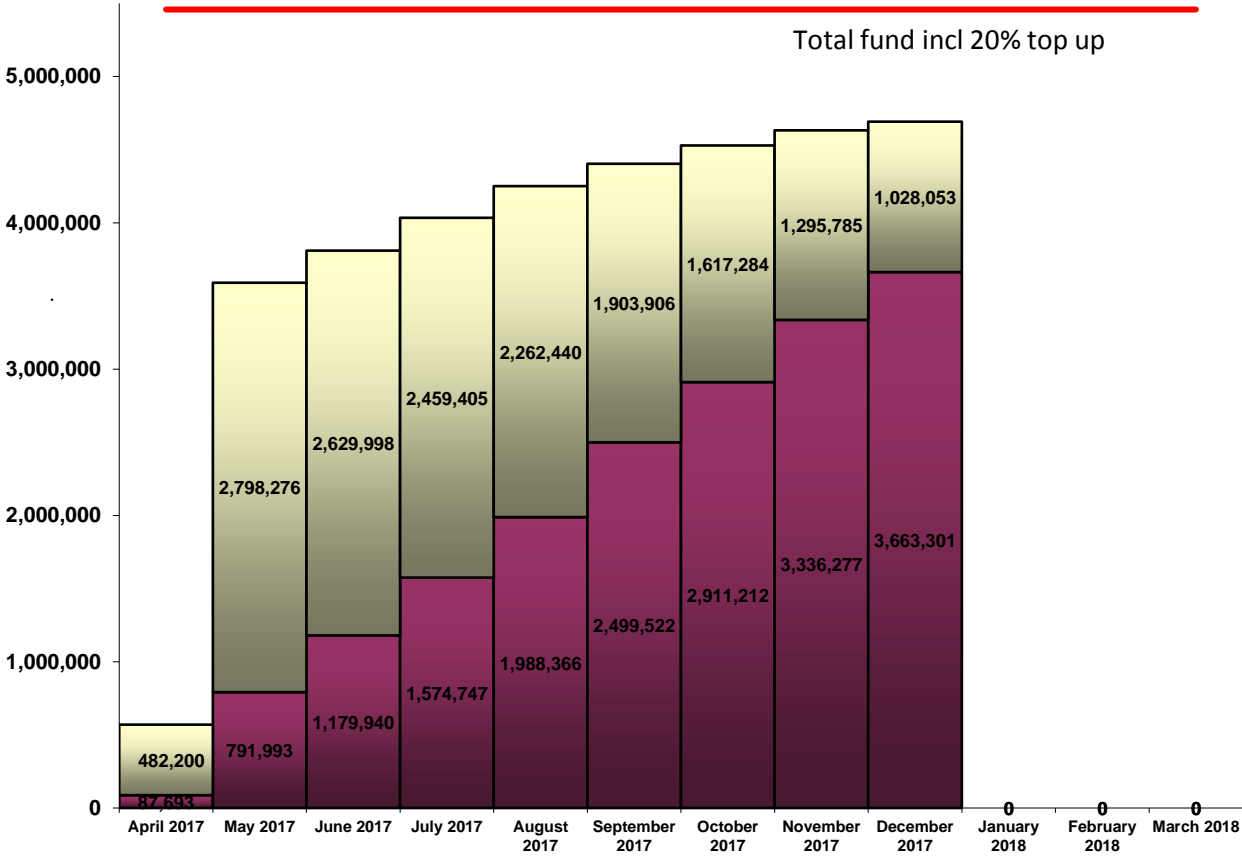
Crisis Grant Allocation 2017/18



Community Care Grant Allocation 2017/18



DHP Fund Allocation 2017/18



- Committed pending related benefit process
- Net paid to date

Removal of Paper Forms for Housing Benefit/Council Tax Reduction

Operational Change

To remove paper application forms for Housing Benefit and Council Tax Benefits and replace them with digital options, supported by comprehensive back office integration.

Context

The Council has offered an online form for Housing Benefit and Council Tax Reduction applications for several years. This online form allows for full integration with back office systems, removing the need for manual data input and reducing the risk of keying errors. It is estimated that the use of the online option reduces the time taken to assess a claim by around 20 minutes per case. This benefits citizens, Landlords and the service area by ensuring that claims are processed accurately, efficiently and payment is made promptly.

A five month sample exercise has highlighted that the Council currently receives **73%** of its Housing Benefit and Council Tax Reduction via online forms, with **27%** coming via traditional paper forms. Paper forms are received from all tenancy types (Private/Housing Association/Council)

- 60% of paper forms were from Council Tenants (72% of forms received at local offices)
- All non-digital Housing Association claims originated from one HA.
- 15% of paper forms completed by a third party as the claimant required assistance.

Benefits

A fully online application process would have various citizen, service and efficiency benefits:

- Cost reduction in processing benefit claims as a result of no/limited data input. Resource would be retasked to focus on assessment activities to support faster benefit processing
- Qualified resource no longer undertaking data input activities
- Approach consistent with Council's channel shift aspirations, by offering fully accessible services to those with access to digital devices with additional support in place for those that need it.
- Removal of paper based applications will reduce carbon footprint across the Council.
- Online functionality will shortly be available that allows citizens to upload documents digitally as part of the claim process. This will direct citizens to provide the appropriate documentation to allow for the speedier processing of their claims, enhancing the citizen experience.

The success of this change will be measured through various indices including the number of online form applications, customer satisfaction, and time taken to process claims. Any reputational risk to the Council will be monitored and updates would be provided to members as part of the quarterly update to Corporate Policy and strategy and the annual update to the Governance, Risk and Best Value Committee.

Approach

The move to online forms as the default service will be supported by the following activities:

- Online forms promoted to key stakeholder groups, with appropriate notification of the change
- CEC staff that are currently using paper forms will be directed to the digital online services when they are supporting citizens.
- Training will be offered to groups who provide support to citizens to ensure they are comfortable with the online form.
- Self Service kiosks are available in all locality offices. These enable citizens to access the online forms, whilst receiving appropriate levels of support
- Additional support provided to those that are unable to access the default online forms e.g. supported by telephone or within locality offices.
- Frontline staff will continue to promote the online form and raise awareness across communities.

Consultation

Existing stakeholders will be consulted in advance of the change; including Citizens, CEC Frontline Staff, CEC Customer Service Points, Registered Social Landlords & Housing Associations, Advice agencies, Voluntary Sector, Job Centre + offices

An Integrated Impact Assessment (IIA) will be undertaken in advance of the withdrawal of paper forms to provide assurance that the withdrawal of paper forms meets with legal duties to consider equality, human rights and sustainability. It will also provide the opportunity to identify and tackle unanticipated impacts.

Contact has been made with nine Scottish Councils, of which three confirmed that they offer an exclusive digital application service, with other councils considering their options at this time. Those councils that have moved to a fully digital service confirmed that there had been no negative feedback following the appropriate stakeholder engagement and the use of appropriate support for those who have difficulty accessing and using digital devices.

The DWP has already introduced an exclusively online digital application process through Universal Credit. This arrangement is supported by a delivery partnership agreement that details support for citizens in accessing digital devices and for those who could experience difficulty using online applications. Lessons learned from this exercise will be used to inform Edinburgh's approach.

Timescale

April 2018, subject to Impact Assessment outcomes

Corporate Policy and Strategy Committee

10am, Tuesday, 27 February 2018

Full cost charges in care homes for older people managed by the Council

Item number 7.2

Report number

Executive/routine

Wards

Council Commitments

Executive Summary

The purpose of this report is to clarify the position on setting the charge to be paid by residents of care homes for older people managed by the City of Edinburgh Council, where the resident is liable to meet the full cost of their care. Following a recent audit of care home charges, it has emerged that different approaches have been used to set the full cost charge in different situations. The recommendations in this report are intended to standardise the method and timescales for setting full cost charges for all residents of care homes for older people managed by the Council.

Full cost charges in care homes managed by the Council

1. Recommendations

- 1.1 Corporate Policy and Strategy Committee is asked to approve the following recommendations to take effect from 1 April 2018:
- i. the charges for residential care managed by the Council and the two homes owned by the Council and managed by Four Seasons will be calculated in December each year to take effect from 1 April in the following year; the charge will be based on the budgeted cost of providing the accommodation for the coming year;
 - ii. in all cases, the 'full cost' charge will reflect the associated costs of providing different levels of care (residential, nursing and specialist care, temporary stays and short breaks);
 - iii. in the case of the two homes managed by Four Seasons, the full cost charge will be the cost to the Council of the contract for the service, plus any capital charge borne by the Council;
 - iv. in the case of the nine homes owned and managed directly by the Council, the full cost charge will be the full cost of providing the service, in the case of homes to which a capital cost is attached, this should be included;
 - v. where residents liable to pay the full cost have moved from one Council-managed home to another, regardless of whether the move is instigated by the Council, the full cost charge for the home they move to will apply;
 - vi. in the case of Gylemuir, the full cost charge should be the budgeted cost to the Council of providing the service, but must not include any nursing costs borne by NHS Lothian, as these services are free at the point of delivery.
 - vii. those residents who currently have protected status will retain this as long as they live in the same home and existing residents of Gylemuir will continue to be charged at the National Care Home Contract rate until they move on to another home.

2. Background

- 2.1 The rules for charging care home residents are set out in legislation and detailed in the Charging for Residential Accommodation Guidance (CRAG), issued by the Scottish Government. The Guidance states that: *“In local authority managed homes, the authority must charge the full cost of providing the accommodation - the “standard rate”. Where the local authority is satisfied that a resident is unable to pay the standard rate, it must assess his or her ability to pay and, on the basis of that assessment, decide the lower amount which should be paid.”* When assessed using this guidance, the majority of residents in care homes managed by the City of Edinburgh Council contribute towards the cost of their care rather than meeting the full cost. However, approximately 20% of residents in the 12 care homes managed or owned by the Council have been assessed as needing to meet the full cost to the Council of providing their care.

3. Main report

- 3.1 The Council currently:
- manages nine care homes in premises owned by the Council
 - manages Gylemuir as an interim care unit in a building leased from BUPA
 - commissions Four Seasons to manage two care homes in premises owned by the Council.
- 3.2 All care home residents aged over 65 are entitled to have the personal care and nursing elements of the care home fees met by the state, leaving them liable to meet the remainder of the charge. The actual charge to be paid by an individual is means tested and calculated in accordance with the guidance set out in the Charging for Residential Accommodation Guidance issued by the Scottish Government. Any resident with capital and/or assets in excess of £26,500 is required to pay the full cost of their care (less the free personal and nursing care elements) until their capital falls below this threshold.
- 3.3 In recent years the approach taken to setting the annual full cost charge for care homes managed by the Council has been to apply a percentage increase to the charge for the previous year. In 2016, Financial Services identified that this practice had led to residents potentially being charged more than the cost to the Council of providing the service. Whilst this error has now been rectified and refunds paid to those residents adversely affected, it has also been necessary to agree the approach to be adopted when setting full cost charges in future years.
- 3.4 In undertaking this work, variation has been identified in the way in which full cost charges have been set.

- 3.5 The first difference relates to the type of care provided: residential (current charge £963 per week) or specialist dementia (current charge £1,163 per week). As the costs of providing these services are different, it is reasonable that this difference is reflected in the charge made to residents.
- 3.6 The second difference relates to the type of home. The Council currently manages nine homes directly four of these have been built in the last six years and five are older, less well-appointed buildings. The full cost charge to residents for residential care in the new homes is £968 per week compared to £709 per week in the older homes. This difference reflects the difference in the cost of running each type of home including capital costs associated with the new homes and therefore conforms to the CRAG Guidance. However, there is also currently a difference in the full cost charge levied on residents within the new homes. Residents who have moved from an older Council managed home to a new home at the instigation of the Council, usually where the older home is to be closed, have been given a protected status. This means that their charge is capped at the rate of the full cost charge for the older homes, currently £709 per week for residential care. The charge for other residents liable to pay the full cost is currently £968 per week.
- 3.7 As it is difficult to justify the difference in charge between the two groups of residents liable to pay full cost as they are both receiving the same level of service, it is proposed that in future the full cost charge in any particular home should be calculated on the same basis for all residents. However, given that only five residents have a protected status and that guarantees have been given to them and their families regarding cost, it is proposed that this commitment should be honoured, whilst they remain in the home they are currently living in.
- 3.8 The Council currently manages a care home facility at Gylemuir House in a building leased from BUPA. The service provided at Gylemuir is short term, aimed at caring for people who no longer need to be in hospital whilst a place is identified for them in an appropriate long-term care home. Residents in Gylemuir liable to pay the full cost of the service are currently charged at the National Care Home Contract rate of £574 for residential care and £667 if the person requires nursing care. This is less than the cost to the Council of providing the service and therefore does not comply with the Charging for Residential Accommodation Guidance. It is proposed that the full cost charge for Gylemuir should be based on the actual cost of operating the unit, which is £1,552 per week, less the cost of nursing services provided by staff employed by NHS Lothian (£432). This would result in a charge of £1,120 per week. As the current cost of the service will have informed the decisions of existing residents in making use of this service, it is proposed that they should continue to be charged on the existing basis until they move on from Gylemuir. The proposed new charging arrangements would therefore apply to new residents from 1 April 2018.
- 3.9 Castlegreen and North Merchiston Care Homes are owned by the Council and managed through a contract with Four Seasons Health Care. The full cost charge

for residents of these homes is calculated based on the cost of the contract to the Council, which includes a capital charge to cover costs associated with the building. It is not proposed to make any changes to this arrangement.

- 3.10 In order to ensure that the level of charges set for care homes continues to accurately reflect the full cost of providing the service, it is proposed that the charges should be calculated in December each year to take effect from the following 1 April. As budgets are not set until February it may be necessary to review charges in year to reflect the budgeted cost of providing the accommodation.

4. Measures of success

- 4.1 A consistent and equitable approach will be taken to setting charges for those residents of care homes for older people managed by the Council, who are liable to meet the full cost of their care.

5. Financial impact

- 5.1 The proposals set out in this report will ensure that the Council recovers the appropriate level of income from charges relating to the provision of residential care as set out in the Charging for Residential Accommodation Guidance. The proposals will also ensure a consistent and equitable approach to setting rates for those clients that are liable to meet the full cost of their care.
- 5.2 If all relevant factors remained equal, it is estimated that income from residents recoveries would increase, however the level of increase will be affected by such factors as pay award, cost increase and the number of self-funding clients.

6. Risk, policy, compliance and governance impact

- 6.1 The proposals set out in this report will ensure that the Council is compliant with the requirements set out in the Charging for Residential Accommodation Guidance in relation to determining the full cost of providing services. The proposals will also ensure that a consistent and equitable approach is taken to setting and applying full cost charges for accommodation managed by the Council.

7. Equalities impact

- 7.1 The proposals set out in this report will ensure that all residents in care homes managed by the Council who are liable to meet the full cost of their care will be treated equitably.

8. Sustainability impact

8.1 There is no sustainability impact arising directly from this report.

9. Consultation and engagement

9.1 There has been no external consultation and engagement on the proposals set out in this report as they are only intended to rationalise and clarify the application of the Council's legal duties in respect of charging for residential care. Also, there is no adverse impact on any existing residents of care homes managed by the Council as it is proposed that changes to current practice should not be applied to existing residents.

10. Background reading/external references

None

Michelle Miller

Interim Chief Officer, Edinburgh Health and Social Care Partnership

Contact: Wendy Dale, Strategic Planning, Service Redesign and Innovation Manager

E-mail: wendy.dale@edinburgh.gov.uk | Tel: 0131 553 8322

11. Appendices

None

Corporate Policy & Strategy Committee

10:00am, Tuesday 27 February 2018

Citizen's Basic Income Pilot

Item number	7.3
Report number	
Executive/routine	Executive
Wards	All
Council Commitments	2, 3, 7, 9, 45

Executive Summary

This briefing provides a summary and update on progress made to develop a Citizen's Basic Income pilot in Scotland. The paper notes the availability of Scottish Government funding to support feasibility research into pilot projects, timescales for bids to access that funding, and next steps for collaborative cross-local authority work to support development of a pilot scheme.

Citizen's Basic Income Pilot

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 Note progress underway to develop a pilot scheme for a Citizen's Basic Income in Scotland
 - 1.1.2 Approve City of Edinburgh Council continued participation in feasibility research for a pilot scheme, subject to further reports to Corporate Policy and Strategy Committee as the scope of pilots develops and any associated costs are clarified.

2. Background

- 2.1 In August 2017 Council agreed a motion in principle for City of Edinburgh Council to work with other local authorities to develop a pilot scheme for Citizen's Basic Income in Scotland.
- 2.2 In November 2017, the Scottish Government announced the availability of £250,000 to fund feasibility research to inform development of a pilot project.
- 2.3 A deadline of March 2018 has been set for submission of bids for this fund, with feasibility work to be carried out during April 2018 to March 2020.
- 2.4 To support joint working, an officer led cross-council working group has been established across the four authorities (including Edinburgh) who have been invited to bid for Scottish Government funding.
- 2.5 To support the development of bids, a stakeholder engagement event is being planned by the cross-council working group, for February 2018.
- 2.6 To support governance of the bid and co-ordination of the project, the establishment of a cross-council elected member group has been proposed.

3. Main report

- 3.1 On 24th August 2017, a motion to Council noted the plans of three Scottish local authorities – Fife, North Ayrshire and Glasgow – to develop pilot schemes for a Citizen's Basic Income in Scotland. The motion, approved by Council, agreed that the Council should join and work with these three authorities to progress a pilot scheme, subject to a further report to Corporate Policy and Strategy Committee as the scope of the pilot is firmed up and any associated costs are clarified.
- 3.2 Following this motion, officers contacted the Scottish Government and other authorities to express Edinburgh's interest in participating in a pilot scheme.

- 3.3 This report provides an overview of activity underway since August 2017, and next steps for the development of the project.

Scottish Government Support

- 3.4 In the 2017/18 Programme for Government, the Scottish Government noted the work underway by some local authorities to conduct pilot research into a citizen's basic income. In order to help develop policy thinking in this area, the Government pledged to:
- 3.4.1 Establish a fund to help these local authorities develop their proposals further and establish suitable testing, and
 - 3.4.2 Ask the Scottish Government's own Poverty and Inequality Commission to consider how it could help to draw together evidence findings from local authorities.
- 3.5 Following this, letters were sent to chief executives of four local authorities (Fife, North Ayrshire, Glasgow, and Edinburgh) by the Cabinet Secretary for Communities, Social Security and Equalities outlining Scottish Government plans to take forward these pledges. The letter noted that a fund of £250,000 would be made available for the four authorities to bid into for feasibility work to be carried out over the period April 2018 to March 2020 with a deadline for bids set for end March 2018. Eligible activities for funding are expected to include feasibility research, evaluation approaches, and consultation or engagement with communities. Funding is expected to be available to fund internal staff resources or expenses, or commissioning of external consultants to carry out research activities.
- 3.6 Scottish Government funding commitments to-date extend only to support for feasibility research, not to fund actual pilot projects themselves. Decisions on further funding will be made on evaluation of findings of this initial research stage and in the context of Government spending priorities at that time. As such, outline timescales for pilot projects suggest the following:
- 3.6.1 April 2018 - March 2020: Feasibility work and research
 - 3.6.2 Mid 2019 – Interim report and Scottish Government decision on continued funding for pilot projects
 - 3.6.3 2020-2023 – Implementation of full pilot projects followed by evaluation report.

Pilot Local Authority Joint Working

- 3.7 While plans are at an early design stage, four local authorities have expressed an interest in participating in pilot research - Fife, Glasgow, Edinburgh and North Ayrshire. In addition to the August 2017 motion carried by City of Edinburgh Council:
- 3.7.1 In Fife, the report of reports from the Fairer Fife commission in November 2015 recommended that the area should identify a town in Fife in which to test out a pilot of unconditional basic income. The Programme for

Administration, May 2017, reinforces Fife Council's commitment to work with partners to establish a pilot Basic Income Scheme in Fife. Initial survey research has also been carried out with Fife People's Panel members to test current levels of awareness of the concept of basic income in Fife. Political approval was given in September 2017 for Fife to work with other local authorities to explore and progress local pilots of basic income in Scotland.

- 3.7.2 In Glasgow, an initial consultation exercise with community groups, third sector organisations, trade unions and potential funder organisations was carried out in 2017, facilitated on behalf of Glasgow City Council by the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA). Following this consultation, Council gave approval for officers to explore approaches to identify a discreet group of residents who could potentially benefit from a basic income. In taking forward this project, Glasgow City Council is committed to working with other local authorities and partners to help develop pilot schemes, compare models, and share learning and evaluation findings.
 - 3.7.3 In North Ayrshire, Council agreed as part of the budget-setting process in March 2017 to set aside funding of £200,000 for a Basic Income Pilot which would look at the feasibility and potential benefits of implementing a basic income in North Ayrshire. It was agreed by Cabinet in August 2017 that officers would work to develop a feasibility study for a Basic Income Pilot, working alongside the three other local authority pilot areas. Initial survey research will be carried out through the North Ayrshire People's Panel, building on the work of the Fife Council People's Panel, to test currently levels of awareness and understanding of basic income in North Ayrshire.
- 3.8 In response to Scottish Government support, in November 2017 the four pilot local authorities came together to form Scottish Universal Basic Income Pilot Steering Group (SUBIP). The group aims to provide a forum to:
- 3.8.1 Co-ordinate the creation of a business case for piloting basic income, in accordance with Scottish Government timeline.
 - 3.8.2 Co-ordinate funding discussions and decisions across the four participating local authority areas.
 - 3.8.3 Develop specific research questions to be tested, design pilot interventions, and co-ordinate or commission research and evaluation studies as required.
 - 3.8.4 Co-ordinate reporting to the Scottish Government, local authorities, wider stakeholders and the public.
- 3.9 Membership of the group includes representatives from all four pilot authorities Scottish Government, and NHS Scotland. Secretariat support for the group is provided by NHS Scotland, with meetings held monthly.
- 3.10 Within City of Edinburgh Council, participation in the steering group is being taken forward by Strategy and Insight within existing resources, and in alignment with

other corporate strategy projects, including 2050 Edinburgh City Vision, the Edinburgh Partnership Community Plan, Edinburgh Economy Strategy, and others.

- 3.11 The steering group aims to engage and work in collaboration with a wide range of stakeholders who can bring a range of views and expertise to the pilot scheme – including RSA, Citizen’s Basic Income Scotland, Joseph Rowntree Foundation, Reform Scotland, IPPR, Scottish Poverty Alliance, and others. Towards this, a stakeholder engagement event is planned for February 2018.
- 3.12 Governance and agreement on any decisions or recommendations made by the group will be sought through appropriate local committees and bodies in each local authority area. In order to facilitate decision making, a group of senior councillors from across the four participating areas will be established. Representation on this group is yet to be established, but initial recommendations suggest a maximum of 3 councillors per authority with meetings held twice a year at most.

Next Steps

- 3.13 Immediate next steps for the pilot include:
 - 3.13.1 January 2018 – Scottish Government issues guidance on funding bids
 - 3.13.2 February 2018 – Planned stakeholder engagement event
 - 3.13.3 April 2018 – launch of feasibility research project.

4. Measures of success

- 4.1 Key outputs for research activity will include identification of evaluation approaches and measures of success.

5. Financial impact

- 5.1 There are no significant financial impacts as a result of this report to the City of Edinburgh Council. Further reports to committee will be made as costs of pilot projects are identified.

6. Risk, policy, compliance and governance impact

- 6.1 No adverse risks or policy impacts have been identified as associated with this report.

7. Equalities impact

- 7.1 Equalities impact assessments will be made as details of feasibility research are developed.

8. Sustainability impact

- 8.1 Sustainability impact assessments will be made as details of feasibility research are developed.

9. Consultation and engagement

- 9.1 Consultation and engagement with communities will be a key output of the feasibility research

10. Contact

Lawrence Rockey

Head of Strategy & Insight, The City of Edinburgh Council

Contact: Chris Adams, Corporate Manager, Strategy and Insight, City of Edinburgh Council

E-mail: chris.adams@edinburgh.gov.uk | Tel: 0131 529 6258

11. Appendices

Appendix 1: Citizen's Basic Income background note

Appendix 1: Citizen's Basic Income Background note

A Basic Income (also known as Universal Basic Income, Citizen's Basic Income) is an unconditional, non-withdrawable income available for every individual in society as a right of citizenship (Citizen's Income Trust, 2017).

Key elements of a basic income are that it is:

- Basic: A minimum payment, sufficient to meet basic needs
- Universal: Paid to everyone, based on rights of residency
- Unconditional: Without conditions, and non-withdrawable, irrespective of other sources of income
- Individual: Assessed and paid individually (including to children) rather than by household

Proponents of the concept believe that it provides a basic platform on which people can build their lives – whether they want to earn, learn, care or set up a business (RSA, 2016).

A combination of factors has broadened its appeal in recent times: rising inequality, widespread economic insecurity, and the potential of labour-displacing technological change including automation and artificial intelligence.

There are many models which basic incomes can take. Differences include the amounts of the basic income, how payment levels are applied across different age groups, the source of funding, the nature and size of reductions in other transfers that accompany it (for example, changes to existing tax and National Insurance systems; which benefits are withdrawn).

Basic income pilots, of varying shapes and forms, are currently at planning stages or underway in Finland, Netherlands, Canada, Barcelona, USA and Kenya. Research is required to determine the feasibility of such a concept within a Scottish context.

The aim of these pilots is to establish evidence on the potential impacts and feasibility of a basic income scheme, including impacts on:

- Residents use of time – for employment, education, care and leisure activities
- Residents health and well being
- Residents financial health – including consumption, saving, and investment
- Residents decision making capacity, and
- Spillover effects on households, children's well-being, social and community engagement.

Key elements to be considered in the design of a pilot project include:

- Scope – pilot projects may choose to focus on a specific group (families, lone parents, those with poor health, homeless) or on a specific geography (ward, locality, town, community)
- Comparison against control group/time – a pilot needs to be able to differentiate the impacts of basic income from other factors. Control groups are important to allowing this analysis to take place.

- Randomisation – in order to avoid selection bias, randomised selection of participants in pilots is a key consideration
- Analysis of context – again, the evaluation of results needs to take into consideration the specific context affecting each participant in the pilot.
- Time – in order to give time to effectively gather results, a time period of 18 months to 2 years for a full pilot project is anticipated, not including feasibility and preparatory research.

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

Champion Mayors Coalition for Inclusive Growth

Item number 7.4

Report number

Executive/routine

Wards

Executive Summary

In December 2017 members of the Scottish Cities Alliance were invited to join the Organisation for Economic Co-operation and Development (OECD) Champion Mayors Coalition for Inclusive Growth. This paper provides a brief overview of the purpose of the initiative, and seeks formal Committee approval for City of Edinburgh Council to join the coalition.

Champion Mayors Coalition for Inclusive Growth

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 Accepts the invitation to join the Champion Mayors Coalition for Inclusive Growth Cities
 - 1.1.2 Agrees to support the commitments to inclusive growth outlined in the New York, Paris, and Seoul outcome documents, and
 - 1.1.3 Appoints the Head of Strategy and Insight as the point of liaison for the Organisation for Economic Co-operation and Development (OECD) secretariat on this initiative.

2. Background

- 2.1 In March 2016 the Organisation for Economic Co-operation and Development (OECD) launched the Champion Mayors initiative as part of the OECD Inclusive Growth programme, and as a platform for engagement with and among city leaders from around the world. It was launched with the aim of:
 - 2.1.1 Engaging with city leaders worldwide who are at the forefront of efforts advance inclusive growth
 - 2.1.2 Connecting cities to the wealth of OECD data and expertise on inequalities, inclusive growth and well-being
 - 2.1.3 Enabling cities to share good practice, and
 - 2.1.4 Ensuring that local perspectives can help inform broader national and international approaches to inclusive growth.
- 2.2 The coalition brings together around 50 local leaders from across the world, including cities such as Athens, Copenhagen, Geneva, Liverpool, Madrid, New York, Paris, Seoul, and Tokyo, amongst others.
- 2.3 By joining the initiative, city leaders agree to advocate for inclusive growth policies as part of their local agenda and to support the principles of inclusive growth outlined by Champion Mayors to date in their New York, Paris, and Seoul agreements. These agreements set the foundation for the OECD approach to inclusive growth at the city level, for instance:
 - 2.3.1 By signing on to the New York agreement, Champion Mayors agreed to work together to create more inclusive cities through four policy domains: 1) education, 2) labour markets and skills, 3) housing and the urban environment, and 4) infrastructure and public services.

2.3.2 The Paris Action Plan for Inclusive Growth in Cities takes these commitments one step further, recognising that within these policy areas, inequalities and climate change must be addressed in tandem to ensure that growth is both inclusive and sustainable.

2.3.3 The Seoul Implementation Agenda for Inclusive Growth in Cities builds on these commitments to consider how cities can best bridge strategies to address climate change and inclusive growth, and how cities can support small businesses and entrepreneurs in view of a more inclusive local economy.

3. Main report

3.1 The OECD Inclusive Growth Initiative was discussed at the Scottish Cities Alliance meeting, held on the 5 December 2017. As a part of the meeting, Scottish Cities were invited to join the Champion Mayor's initiative. All cities present at the meeting were very supportive of joining and participating in the Initiative. There are no financial costs with signing up to the OECD coalition.

3.2 By joining the Champion Mayors initiative, the City of Edinburgh Council will have the opportunity to interact with local leaders worldwide to share strategies for more inclusive cities, access an interactive web platform of good policies and practices, and help inform international agendas.

3.3 Further benefits include the ability to access OECD data and analytical expertise to assess inclusive growth challenges in Scottish cities, and potential policy interventions.

4. Measures of success

4.1 Measures of success from initiatives related to membership of the coalition will be developed as appropriate.

5. Financial impact

5.1 There are no financial costs associated with joining the OECD Champions Mayor Coalition on inclusive growth.

6. Risk, policy, compliance and governance impact

6.1 All risk, policy and governance matters relating to the Coalition will be managed by the Council's Head of Strategy and Insight, including reports to the Council's Corporate Leadership Team, as appropriate, on such matters.

7. Equalities impact

7.1 The proposal to join this OECD coalition will help achieve better equality and rights outcomes in Edinburgh by leading to Council action to improve social and economic wellbeing outcomes in the City.

8. Sustainability impact

- 8.1 The proposal to join this OECD coalition will help achieve a sustainable Edinburgh by leading to Council action to improve social and economic wellbeing outcomes in the City.

9. Consultation and engagement

- 9.1 Consultation and engagement on initiatives related to membership of the coalition will be carried out as appropriate.

10. Background reading/external references

- 10.1 [OECD Champion Mayors Initiative](#)
- 10.2 [New York Proposal for Inclusive Growth in cities](#)
- 10.3 [Paris Action Plan for Inclusive Growth in cities](#)
- 10.4 [Seoul Implementation Agenda](#)

Andrew Kerr

Chief Executive

Contact: Laurence Rockey, Head of Strategy and Insight

E-mail: Laurence.rockey@edinburgh.gov.uk | Tel: 0131 469 3493

Corporate Policy and Strategy Committee

10.00am, Tuesday 27 February 2018

Implementing the Programme for the Capital: Council Performance Framework 2017-22 – referral from City of Edinburgh Council

Item number	7.5
Report number	
Wards	All

Executive summary

On 23 November 2017, the Council considered a report that detailed the approach to implementing the Programme for the Capital, including detail of the performance measures proposed for assessing progress against the 52 Commitments. The report has been referred to the Corporate Policy and Strategy Committee to allow further scrutiny of these measures.

Terms of Referral

Implementing the Programme for the Capital: Council Performance Framework 2017-22

Terms of referral

- 1.1 The Council considered a report on 23 November 2017 that detailed the approach to implementing the Programme for the Capital.
- 1.2 The report included detail of the performance measures proposed for assessing progress against the 52 Commitments.
- 1.3 The Council agreed:
 - 1.3.1 To note that the commitments and their associated measurements as set out in the report were those of the SNP-Labour council coalition.
 - 1.3.2 To agree the principles and scheduling set out in paragraph 3.8 of the report by the Chief Executive.
 - 1.3.3 To note the proposed measures for the Coalition Commitments in Appendix 1 to the report, within the context of the broader performance framework.
 - 1.3.4 To refer the report to the Corporate Policy and Strategy Committee to agree specific and assessable performance measures, milestones and actions for all commitments by February 2018.
- 1.4 Since November, the performance framework development work has continued and significant progress has been made. The aim has been to define, where possible, measurable actions and performance indicators with defined targets for each of the 52 Coalition Commitments. The relevant Executive Committee will agree the set of measures, including where targets, at the time of writing this report, have still to be defined.
- 1.5 A refined set of performance measures for the 52 Coalition Commitments is available in Appendix 1 to this report.
- 1.6 The Strategy Map showing measures for all Business Plan Aims, Outcomes and Commitments has also been updated to reflect the changes and is available in Appendix 2 to this report.
- 1.7 Other developments include:

- 1.7.1 The new approach to performance monitoring and revised performance dashboard has been agreed at by the Corporate Leadership Team. The revised dashboard includes: an updated set of performance measures which reflect the new Business Plan; monitoring of progress against the Commitments; integrated reporting of the Strategic Change Portfolio and Corporate Risk. This is available to all elected members.
- 1.7.2 Service Improvement Plans are now being developed in consultation with senior managers. These plans will detail the actions each service area will take to implement the Council Business Plan alongside a description of how progress will be measured.

For Decision/Action

- 2.1 The Corporate Policy and Strategy Committee is asked to:
 - 2.1.1 consider the original report ([Item 8.2 – Implementing the Programme for the Capital – Council Performance Framework 2017-22](#)).
 - 2.1.2 agree the revised performance measures and actions in Appendix 1.
 - 2.1.3 note the revised Strategy Map in Appendix 2.

Background reading / external references

[Item 8.2 - Implementing the Programme for the Capital - Council Performance Framework 2017-22](#)

Laurence Rockey

Head of Strategy and Insight

Contact: Gosia Szymczak, Senior Business Analyst

E-mail: gosia.szymczak@edinburgh.gov.uk | Tel: 0131 529 5083

Links

Appendices	Appendix 1 – Coalition Commitment Measures - Revised
	Appendix 2 – City of Edinburgh Council Performance Framework Strategy Map - Revised

Appendix 1

Coalition Commitments Measures - revised

Commitments Measures below include performance indicators, actions and milestones and are linked to the Council Business Plan strategic aims and outcomes. These measures will continue to be refreshed to ensure that the data collected is useful in terms of being able to measure performance and delivery against the strategic aims, outcomes and commitments.

* Targets for IJB Measures will continue to be reviewed as part of the regular performance monitoring.

Business Plan Aim	Business Plan Outcome	Commitment	Actions	Measures	Target	Lead Committee	
A Vibrant City	Citizens lead healthy and active lives with improved wellbeing	C2	Create the conditions for businesses to thrive. Invest in supporting businesses, social enterprise, training in hi tech, creative and other key sectors including co-operatives. Help link business with young people to ensure the workforce of the future is guaranteed work, training or education on leaving school.	Monitoring contained within the Economy Strategies Good Growth Monitoring Framework	Positive destinations of school leavers Jobs growth Employment rates New business birth rates Number of social enterprises Job security Labour market polarisation	Annual target 94% for 16/17 Target for each of the measures to be set by June 2018 (Economy Strategy Indicators)	Housing and Economy
		C3	Work with the business community to grow the number of Living Wage employers year on year.	Encourage contractors, suppliers and ALEOs to pay the real living wage	Number of Real Living Wage employers contracted to CEC	Target to be set by June 2018	Housing and Economy
		C7	Improve access to employment and training opportunities for people with disabilities.	Actions contained within specific CEC projects (e.g. project search)	Number of people with disabilities who have access to employment and training opportunities	Target to be set by June 2018	Housing and Economy
	Every citizen and community can participate in the cultural life of our city	C37	Continue to integrate Health and Social Care Services. Review the Integration Joint Board's approach to support at home by 2018.	Completion of IJB Phase 2 & 3 restructure Review of support at home completed by 2018	Percentage of adults receiving personal care in the community setting (out of all adults receiving this support in a community, residential or hospital setting) Late discharge from hospital	59% by Apr18* 50 by Dec18*	Integration Joint Board
		C38	Take steps to increase the length and flexibility of care visits and increase the availability of care to help people live in their own homes.	Review of support at home completed by 2018	Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated Percentage of adults receiving personal care in the community setting (out of all adults receiving this support in a community, residential or hospital setting) Number of people waiting for a package of care	16/17 - 71% for Edinburgh, Scotland 75%, Aim to be above the national average 59% by Apr18* Decreasing trend*	Integration Joint Board
	Our places and localities make Edinburgh a great and unique place to visit and study	C39	Put exercise at the heart of our health strategy by increasing access to sport and leisure facilities.	Continued delivery through the Active Schools Programme	Attendance at sport and leisure facilities Number of young people participating in sport, physical activity and outdoor learning	16/17 - 82% for Edinburgh, Scotland 84%, Aim to be above the national average 17/18 - 4,687,674 (Edinburgh Leisure) Target to be set by May 2018	Integration Joint Board
		C41	Review the application process and increase the budget for housing adaptations with a view to supporting more disabled tenants and owners to remain in their own homes. Help older and disabled homeowners to move to more suitable housing should they wish to do so.	Establish joint working arrangements between Health & Social Care and Housing Application process and budget review by 2018 Increase support to help older and disabled homeowners move to more suitable housing	Review levels of demand and budget for adaptations Number of older and disabled homeowners supported to move to more suitable housing	Targets to be set by end of 2018, following the review	Housing and Economy
	Our economy thrives with excellent and equal opportunities for business, employment and innovation	C42	Build a new sports centre at Meadowbank by 2021.	Actions contained within and progress monitored through project to deliver a new Meadowbank sports centre and the wider regeneration of the area	New sports centre built	2021	Culture and Communities
		C44	Increase allotment provision and support and expand the network and the number of community gardens and food growing initiatives.	Increase provision at current sites Review potential new sites and funding mechanisms for allotments Actions identified in the Allotment Strategy 2017-2027 Creation of Housing and Cultural Venue community gardens	Number of allotment plots Reductions in waiting lists Number of community gardens and food growing initiatives	Increasing long term trend Decreasing long term trend Increasing long term trend	Culture and Communities
		C46	Continue to support the city's major festivals which generate jobs and boost local businesses and increase the funding for local festivals and events. Support the creation of further work spaces for artists and craftspeople.	Create baseline for work spaces for artists and craftspeople Support local festivals and events through a newly created £50K fund Deliver the major Festivals Place Programme in partnership with the Scottish Government and the 11 major Festivals Contribute to the delivery of the IMPACT Scotland cultural venue in St Andrew Square to support Edinburgh's festivals and communities	Identified funding for local festivals and events Number of work spaces for artists and craftspeople	£50k Increase by 2022	Culture and Communities

Business Plan Aim	Business Plan Outcome	Commitment	Actions	Measures	Target	Lead Committee	
A City of Opportunity	Everyone, regardless of wealth and background can fulfil their potential and benefit from the city's success	C1	Deliver a programme to build least 10,000 social and affordable homes over the next 5 years, with a plan to build 20,000 by 2027.	Progress monitored through the Strategic Housing Investment Programme Annual Progress Report	Approvals of new affordable homes for the year	10,000 over 5 years 20,000 by 2027	Housing and Economy
		C4	Direct development to growth corridors as the best way to accommodate the extra housing needed for Edinburgh's growth and allowing the city to manage and protect green belt.	Progress monitored through Local Development Plan	Proportion of homes built on brownfield land	Target to be set by June 2018	Housing and Economy
		C6	Deliver the City Region Deal, making sure the benefits of investment are felt throughout the city and create space for new businesses to start and grow.	Full City Deal document and implementation plans delivered that are environmentally and socially sustainable and which provide for inclusive economic growth	Deal Document signed Regional Business Leadership Council formed Integrated Regional Skills Board formed Projects delivered within programme	Spring 2018 15 year programme to continue from Summer 2018 to 2032	Corporate Policy and Strategy
		C8	Explore the introduction of fair rent zones.	Identify legal and enforcement requirements for a fair rent zone Commission further analysis on the profile of rents and household incomes across the city	Further analysis to be carried out	2018	Housing and Economy
		C9	Create a Homeless Task Force to investigate the growing homelessness problem in the city. The team will review the use of b&b premises and explore alternatives that better meet the needs of individuals and families with an aim to end the use of bed and breakfast facilities. Appoint a Homelessness Champion who will chair the Task Force.	Homeless Task Force created with clear remit Role of Homelessness Champion clearly defined Homelessness Champion appointed Implement the "Housing First" approach	Number of families accommodated in B&B Number of 16/17 year olds or care leavers accommodated in B&B Number of people in B&B Length of stay in B&B Number of people sleeping rough Number of accommodation units Number of homelessness presentation	0 Targets to be set as part of Homelessness Task Force reporting	Housing and Economy
		C10	Prioritise the use of brownfield sites and work with public sector and private landowners to develop land for affordable housing.	Progress monitored through the Annual housing land audit Unlock access to key brownfield development sites	Number of brownfield sites developed	Target to be set by May 2018	Planning
		C28	Create a first-class education estate – building 2 new secondary schools and 10 new primaries by 2021. Ensure safe standards are met by rigorous inspections of new and existing school buildings.	Condition surveys over a five year rolling programme, with an annual update to demonstrate full compliance with statutory testing, resulting in prioritised investment to ensure all health and safety risks are addressed	Number of new schools where construction has commenced Percentage of conditions surveys completed	Construction started for 2 secondaries and 10 primaries by 2021 100% of the school estate surveyed by Autumn 2022	Education, Children and Families
		C29	Improve and protect access to additional languages and music tuition and encourage more children and young people to gain vital skills in construction, engineering, digital technology, maths and science.	Continue to develop the opportunities to engage in the study of language and culture of another country Improved access to, and learner pathways for, the creative arts via the combined approaches of Instrumental Tuition and the Youth Music Initiative Improved partnership with the FE sector	Number of children being taught an additional language progressively, from early years to end of Broad General Education Number of children and young people accessing music tuition Number of children and young people with accredited qualifications in STEM subjects Percentage of children achieving expected CfE level for numeracy by Primary 7	Increase by 3% Increase by 5% (Primary & Secondary combined) Target to be set by May 2018 Increase by 3%	Education, Children and Families
		C30	Increase the number of classroom assistants and support staff for children with additional needs to improve attainment and wellbeing.	Ongoing recruitment and training for pupil support staff	Number of pupil support assistants employed Number of pupil support assistants trained in wellbeing and attainment	Increase by 50 Target to be set by May 2018	Education, Children and Families
		C31	Expand training opportunities for adults and young people linking with colleges and expanding vocational education.	Continuing partnership work between schools and Edinburgh College to develop curriculum offering and vocational opportunities	Number of young people at S5 and S6 accessing vocational subjects at Edinburgh College Partnership Number of adults achieving personal learning goals through participation in targeted education programmes	Increase by 2% per annum Target to be set by May 2018	Education, Children and Families
	C32	Double free early learning and child care provision, providing 1140 hours a year for all 3 and 4 year olds and vulnerable 2 year olds by 2020.	Actions contained within and progress monitored through the Early Learning and Childcare Expansion Plan	% of Early Years settings providing 1140 hours of funded Early Learning and Childcare % of vulnerable 2 year olds accessing 1140 hours	100% by August 2020 Target to be set by May 2018	Education, Children and Families	
	C33	Make early years' provision more flexible to fit families' needs and provide additional resources to families in difficulty so that no children are educationally disadvantaged when they start formal schooling.	Actions contained within and progress monitored through the Early Learning and Childcare Expansion Plan	% of Early Years settings providing more than one option of early learning and childcare for parents % of Primary 1 pupils living in the most deprived areas achieving expected literacy level	100% by August 2020 Increase by 5% by 2020	Education, Children and Families	
	C35	Improve access to library services and community centres making them more digital, and delivering them in partnership with local communities.	Deliver assisted digital by providing customer support in locations across the city, to increase confidence and knowledge enabling use of digital channels including library services	Digital use – downloads and streaming Total number of library customer transactions	Increase by 2% per annum Target to be set by May 2018	Education, Children and Families	
	C36	Support the continued development of Gaelic Medium Education.	Actions contained within and progress monitored through the Gaelic Language Plan Provision of progressive Gaelic Medium Education (GME) into secondary school	Deliver facilities for Secondary GME Number of pupils on the rolls of Primary and Secondary GME Number of staff trained to deliver Gaelic Learner Education as part of the council strategy on 'One plus Two' Languages	Target to be set by May 2018 Increase by 3% per annum	Education, Children and Families	

Business Plan Aim	Business Plan Outcome	Commitment	Actions	Measures	Target	Lead Committee	
		C45	Establish a Child Poverty Action Unit to address the inequalities faced by children in poverty in our city. Its remit will look at food security and nutrition, tackle food poverty and holiday hunger and enhance nutrition in schools. Ensure that a Poverty Assessment section features in all Council reports.	Child Poverty Action Unit remit defined and Unit created Poverty assessment section added to Council report template	% of children living in poverty Financial gains achieved for families through the Income Maximisation programme	Targets to be set by June 2018	Culture and Communities

Business Plan Aim	Business Plan Outcome	Commitment	Actions	Measures	Target	Lead Committee	
A Resilient City	Communities are safe, strong and able to cope with change	C15	Protect Edinburgh World Heritage Status and make sure developments maintain the vibrancy of our city in terms of placemaking, design and diversity of use.	Actions are contained within the new World Heritage Site Management Plan 2017-2022 (the 6 Key Challenges with the site)	Review the World Heritage Status management plan	2022	Planning
		C16	Invest £100m in roads and pavements over the next 5 years. This will include road and pavement maintenance, installing more pedestrian crossings, increasing the number of dropped kerbs and dedicate safer foot and cycle paths as well as introducing more pedestrian zones.	Create and monitor Roads Asset Management Plan	Road condition Index Level of total road investment Residents satisfaction with roads, pavements and footpaths	17/18 - 36% £100m by 2022 Increasing trend	Transport and Environment
		C17	Guarantee 10% of the transport budget on improving cycling in the city.	Undertake assessment on cycling conditions	Percentage of investment guaranteed Residents perception of cycling in the city	10% Increasing trend (Bike Life survey)	Transport and Environment
		C18	Improve Edinburgh's air quality and reduce carbon emissions. Explore the implementation of low emission zones.	Improve and reduce the number of the Air Quality Management Zones Establish Edinburgh's first low emission zone by 2020 Revise the current Air Quality Action Plan	City of Edinburgh Council's carbon emissions (measured in tonnes of carbon dioxide equivalent) Air Quality Management Zones improvement CEC and Lothian Buses Green fleet	Reduce from 192,911 tCO2 in 2005/06 to 118,169 tCO2 by 20/21 (42% against baseline) Decreasing long term trend 75% meeting standard by 2018	Transport and Environment
	Our built and natural environment is protected and enhanced	C19	Keep the city moving by reducing congestion, improving public transport to rural west Edinburgh and managing road works to avoid unnecessary disruption to the public.	Create Congestion Action Plan with Lothian Buses, Edinburgh Trams and other public transport providers Identify improvement actions to public transport in rural west Edinburgh	Establish congestion measure and action plan Satisfaction with public transport	Target to be set by May 2018 Increasing trend	Transport and Environment
		C20	Explore the introduction of a lane rental for utility companies to reduce traffic pressures.	Identify legal requirements Produce a business case	Reduced traffic pressures measures to be established as part of a business case	2018/2019	Transport and Environment
	Edinburgh is a low carbon, connected city with transport and infrastructure that is fit for the future	C22	Deliver the tram extension to Newhaven by 2022 after reviewing the business case and delivery plan to ensure they are robust.	Actions contained within the Outline Business Case	Decision to deliver the Tram extension to Newhaven Delivery of the Tram extension if decision made	August 2018 2022	Transport and Environment
		C23	Implement improvement plans for Waste and Cleansing Services to improve street cleanliness in every ward. Reintroduce a free bulky item collection service to tackle fly tipping.	Examine cost and service impact of reintroduction of free bulky item uplift Development of a new monitoring tool for street/place cleanliness The final Waste and Cleansing Improvement Plan will be reported to T&E in March 2018	LEAMS – street cleanliness index Percentage of wards with improved street cleanliness Route completion rates Reduction in missed bin complaints Incidences of fly tipping	17/18 - 72 17/18 - 95% Final report in March 2018	Transport and Environment
		C24	Reduce the incidence of dog fouling on Edinburgh's streets and public parks.	Development of a new monitoring tool for street/place cleanliness The final Waste and Cleansing Improvement Plan will be reported to T&E in March 2018	Dog fouling service requests Fixed penalty notices for dog fouling	Increase reporting, decrease incidents	Transport and Environment
		C25	Increase recycling to 60% from 46% during the lifetime of the administration.	The final Waste and Cleansing Improvement Plan will be reported to T&E in March 2018	Percentage of Waste Recycled	60% by 2022	Transport and Environment
	Edinburgh is clean, attractive and well looked after	C26	Improve parking for residents by expanding provision of park and rides for commuters.	Actions contained within the Local Transport Strategy 2014-19, Parking Action Plan	Increase the number of park and rides and spaces within existing provision (assessment of new P&R at Lothianburn) Satisfaction with residents parking	May 2018 Increasing trend	Transport and Environment
		C27	Tackle pavement parking and reduce street clutter to improve accessibility.	Development of a new monitoring tool for street/place cleanliness	Continue to support new legislation required to prohibit double parking and parking on footways	Ongoing support for the introduction of the Double Parking and Footway Parking (Scotland) Bill	Transport and Environment
		C34	Prioritise services for vulnerable children and families and looked after children, and support organisations working to end domestic abuse.	Actions contained within and progress monitored through the Domestic Abuse Strategy improvement plan	Rate of Looked After Children per 1,000 population Percentage of LAC pupils with low school attendance Number of Child Welfare Concerns for domestic abuse	15.6 by 2020 Targets to be set by May 2018	Education, Children and Families
		C43	Continue to upgrade our existing parks and plant an additional 1,000 trees in communities. Protect major recreational areas such as the Meadows, Leith Links and Princes Street Gardens.	Actions contained within the Park improvement and maintenance programme	Green flag status New Parks Quality Assessment standard Number of additional 1,000 trees planted Number of events held in major parks	17/18 – 30 New standard to be introduced in Summer 2018 1,000 by 2022 Hold number of events to maximum permitted	Transport and Environment

Business Plan Aim	Business Plan Outcome	Commitment	Actions	Measures	Target	Lead Committee	
		C51	Improve community safety by protecting local policing and empowering communities to tackle long term safety issues and hate crime in all its forms including supporting restorative justice initiatives and other projects.	Actions contained within Service Level Agreement	Levels of hate crime Number of antisocial behaviour complaints per 10k population Percentage of people who feel safe in their neighbourhood after dark (EPS) Percentage of criminal justice orders successfully completed Reoffending rates	Police data, aim to decrease 16/17 - 41.39, aim to decrease 2016 - 85%, aim to increase 17/18 - 65% 14/15 – 28.3% for Edinburgh, Scotland 28.2%, aim to be below the national level	Culture and Communities

Business Plan Aim	Business Plan Outcome	Commitment	Actions	Measures	Target	Lead Committee	
A Forward Looking Council	We deliver value for money services through optimising our use of resources and building on the capabilities of our talented workforce	C11	Ensure that Council policies on planning, licensing and sale of Council land give substantial weight to the needs of residents while still encouraging business and tourism.	Review relevant policies and guidance in consultation with other council services and stakeholders Establish Strategy Group to oversee the new Edinburgh2020 Tourism Strategy	Strategy Group established Community engagement measures to be established	End of 2018	Planning
		C12	Review the Council's policy on promoting mixed communities. The review should be completed by summer of 2018 and should include homes of multiple occupancy, short term temporary lets and student housing.	Establish short term multi-agency working group with cross party representation Review locations and numbers of HMO premises	Concentration, location and occupation rates of short term lets Numbers of student housing developments	Summer 2018 End of 2018	Planning
	We provide services that are focused on prevention and early intervention	C13	Improve planning enforcement to ensure that all developers, large or small, conform to Edinburgh's policies and developer's commitments.	Develop a model agreement to help reduce timescales for issuing decision Develop processing agreements monitoring Increase resources to undertake planning enforcement	Monitor use and uptake of processing agreements Monitor use, uptake and timescales for delivering legal agreements Recruitment and timescales for enforcement action	End of 2018	Planning
		C14	Work with the Scottish Government to review planning policy and overhaul the planning appeal system to make it shorter, more independent and give communities the right to appeal.	Consultation submission for Planning Bill to Scottish Government Monitoring of appeal aspect in Planning Bill process Work with Scottish Government on Planning Bill proposals	Continued engagement with the Scottish Government on their proposed Planning Bill	Ongoing engagement with Scottish Government	Planning
	We plan our services to ensure we can continue to meet the needs of citizens and communities into the future	C21	Retain Lothian Buses and Edinburgh Tram in public ownership.	Governance arrangement ensure public ownership for Transport for Edinburgh	Ownership retained	Ongoing commitment	Transport and Environment
		C48	Continue to make a case to the Scottish Government for the introduction of a Transient Visitor Levy and explore the possibility of introducing more flexibility in the application of business rates. Explore the possibility of introducing a workplace parking levy.	To make a robust and evidenced case to Scottish Government and partners Detailed proposal if agreement	Conduct an initial assessment of feasibility of introduction of a workplace parking levy Deliver Transient Visitor Levy	Summer 2018 By 2022	Corporate Policy and Strategy
	Our organisation is flexible and adaptable and embraces change	C40	Work with the Integration Joint Board (NHS & Council Social Care) and other agencies to prioritise early intervention and prevention in mental health services.	Completion of Logic Modelling by the end of March 2018 Performance monitoring agreed by the Implementation Monitoring and Evaluation (IME) Group following Logic Modelling completion	Performance measure/targets to be established by IME Group	End of July 2018*	Integration Joint Board

Business Plan Aim	Business Plan Outcome	Commitment	Actions	Measures	Target	Lead Committee	
An Empowering Council	A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues	C5	Sign Edinburgh to the Pay Fair Tax Initiative.	Identify business requirements for signing up to the initiative	Strategy and engagement in place by the end of 2018	End of 2018	Housing and Economy
		C47	Become a leading Council in Scotland for community engagement - 1% of the Council's discretionary budget will be allocated through participatory budgeting.	Agree definition of discretionary budget Allocate annual participatory budget Participatory budgeting set within budget process	% of annual discretionary budget allocated through participatory budgeting	1%	Finance and Resources
	We place our customers at the heart of all that we do, we are responsive, accessible and fair to all	C49	Limit Council Tax increases to 3% a year to 2021.	Council Tax is set annually. The annual City of Edinburgh Council Budget meeting is the milestone for confirming the Council Tax for the following financial year. This meeting is usually in February	% Council Tax increase approved by Council	up to 3% a year to 2021	Finance and Resources
		C50	Continue a policy of no compulsory redundancies and keep a presumption in favour of in-house service provision.	Continue the provision of voluntary severance arrangements and redeployment support to mitigate the need for compulsory redundancies Directorates to keep a presumption in favour of in-house service provision	Policy continued and presumption in favour of in-house service provision kept	Ongoing commitment	Finance and Resources
	We are an open, honest, inclusive and transparent organisation	C52	Devolve local decisions to four Locality Committees. Establish the membership of each Committee and how devolved decision making will work to encourage the maximum participation for local groups. Explore the effectiveness of community councils and how they can be enhanced to represent their local communities.	Decision making to encourage the maximum participation for local groups	Established and first meeting held Fully functional Committees	By March 2018 Autumn 2018	Culture and Communities

City of Edinburgh Council Performance Framework Strategy Map - revised

The City of Edinburgh Council Strategy Map links the Council Business Plan strategic aims and outcomes to the Coalition Commitments and integrated performance measures.

A Vibrant City



Citizens lead healthy and active lives with improved wellbeing

Every citizen and community can participate in the cultural life of our city

Our places and localities make Edinburgh a great and unique place to visit and study

Our economy thrives with excellent and equal opportunities for business, employment and innovation

Create the conditions for businesses to thrive. Help link business with young people.

Work with the business community to grow the number of Living Wage employers year on year.

Improve access to employment and training opportunities for people with disabilities.

Continue to integrate Health and Social Care Services. Review the Integration Joint Board's approach to support at home by 2018.

Take steps to increase the length and flexibility of care visits and increase the availability of care to help people live in their own homes.

Put exercise at the heart of our health strategy by increasing access to sport and leisure facilities.

Review the application process and increase the budget for housing adaptations. Help older and disabled homeowners to move to more suitable housing.

Build a new sports centre at Meadowbank by 2021.

Increase allotment provision and support and expand the network and the number of community gardens and food growing initiatives.

Continue to support the city's major festivals. Support the creation of further work spaces for artists and craftspeople.

- ~ Number of people waiting for a package of care
- ~ Late discharge from hospital
- ~ Percentage of adults receiving personal care in the community (out of all adults receiving this support in a community, residential or hospital setting)
- ~ Proportion of people who have been offered a choice of how their support will be provided under SDS legislation
- ~ Number of people who have received a carers' assessment
- ~ Percentage of people starting substance misuse treatment within 3 weeks
- ~ Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated
- ~ Percentage of adults supported at home who agree that they are supported to live as independently as possible
- ~ Number of older and disabled homeowners supported to move to more suitable housing
- ~ Increase the levels of budget adaptations
- ~ Positive destinations of school leavers
- ~ Jobs growth, employment rates, new business birth rates, number of social enterprises, job security and labour market polarisation
- ~ Number of Real Living Wage employers contracted to CEC
- ~ Number of people with disabilities who have access to employment and training opportunities
- ~ Reduced barriers to employment
- ~ Proportion of Business Rates (NDR) Collected
- ~ Number of young people participating in music, arts, cultural and creative learning activities
- ~ Museums and Galleries total annual attendances
- ~ Increase the funding for local festivals and events
- ~ Number of work spaces for artists and craftspeople
- ~ Number of young people participating in sport, physical activity and outdoor learning
- ~ Attendance at sport and leisure facilities
- ~ Number of allotment plots
- ~ Reductions in waiting lists
- ~ Number of community gardens and food growing initiatives

A City of Opportunity



Everyone, regardless of wealth and background can fulfil their potential and benefit from the city's success

All children and young people have the best start in life and are able to reach their full potential

Citizens are socially connected and able to participate and develop throughout their lifetime

Everyone has access to suitable housing, facilities and amenities

Deliver a programme to build at least 10,000 social and affordable homes over the next 5 years.

Direct development to growth corridors and allowing the city to manage and protect green belt.

Deliver the City Region Deal.

Explore the introduction of fair rent zones.

Create a Homeless Task Force. Appoint a Homelessness Champion.

Prioritise use of brownfield sites to develop land for affordable housing

Create a first-class education estate. Ensure safe standards are met by rigorous inspections.

Improve and protect access to languages and music tuition and skills.

Increase the number of classroom assistants and support staff to improve attainment and wellbeing.

Expand training opportunities for adults and young people.

Double free early learning and child care provision.

Make early years' provision more flexible.

Improve access to library services and community centres.

Support the continued development of Gaelic Medium Education.

Establish a Child Poverty Action Unit.

- ~ Percentage of Primary 1 pupils achieving CfE Early Level Reading
- ~ Percentage of Primary and Secondary pupils with low attendance
- ~ Percentage of all leavers achieving Literacy and Numeracy Level 5
- ~ Percentage of all leavers from deprived areas achieving 5 or more awards at SCQF Level 5 or higher
- ~ Percentage of all leavers achieving 5 or more awards at SCQF Level 6 or higher
- ~ Percentage of all school leavers in positive initial destination
- ~ Number of adults achieving personal learning goals and Increase in training and vocational education opportunities for adults and young people
- ~ Number of Looked After Children; Percentage of placements with CEC foster carers
- ~ Percentage of Primary and Secondary Schools operating above 80% capacity
- ~ Percentage of children allocated to the Disability team that have a Self Directed Support package
- ~ Number of new schools where construction has commenced;
- ~ Percentage of conditions surveys completed
- ~ Number of children being taught an additional language progressively, from early years to end of Broad General Education
- ~ Levels of community based adult learning opportunities with focus on adult literacy and numeracy and English as an Additional Language
- ~ Number of children and young people accessing music tuition; Number of children and young people with accredited qualifications in STEM subjects
- ~ Percentage of children achieving expected CfE level for numeracy by Primary 7
- ~ Number of pupil support assistants employed; Number of pupil support assistants trained in wellbeing and attainment
- ~ Number of young people at S5 and S6 accessing vocational subjects at Edinburgh College Partnership
- ~ Number of adults achieving personal learning goals through participation in targeted education programmes
- ~ Percentage of Early Years settings providing 1140 hours of funded Early Learning and Childcare; % of vulnerable 2 year olds accessing 1140 hours
- ~ Percentage of Early Years settings providing more than one option of early learning and childcare for parents
- ~ Percentage of Primary 1 pupils living in the most deprived areas achieving expected literacy level
- ~ Number of pupils on the rolls of Primary and Secondary Gaelic Medium Education; Deliver facilities for Secondary GME
- ~ Number of staff trained to deliver Gaelic Learner Education as part of the council strategy on 'One plus Two' Languages
- ~ Percentage of children living in poverty; Financial gains achieved for families through the Income Maximisation programme
- ~ Number of jobs created or safeguarded; Number of people supported into work and learning
- ~ Approvals of new affordable homes for the year
- ~ Proportion of homes built on brownfield land; Number of brownfield sites developed
- ~ Number of families accommodated in B&B; Number of 16/17 year olds or care leavers accommodated in B&B; Number of people in B&B; Length of stay in B&B; Number of people sleeping rough; Number of accommodation units; Number of homelessness presentation
- ~ Average homelessness case length; Length of stay in temporary accommodation
- ~ Days to process New Benefit Claim; Benefit Change of Circumstances
- ~ Asset Management works capital expenditure
- ~ Total number of library customer transactions; Digital use – downloads and streaming

A Resilient City



Communities are safe, strong and able to cope with change

Our built and natural environment is protected and enhanced

Edinburgh is a low carbon, connected city with transport and infrastructure that is fit for the future

Edinburgh is clean, attractive and well looked after

Protect Edinburgh World Heritage Status.
Invest £100m in roads and pavements in the next 5 years.
Guarantee 10% of the transport budget on improving cycling in the city.
Improve Edinburgh's air quality and reduce carbon emissions. Explore the implementation of low emission zones.
Keep the city moving by reducing congestion, improving public transport to rural west Edinburgh and managing roadworks to avoid unnecessary disruption to the public.
Explore the introduction of a lane rental for utility companies to reduce traffic pressures.
Deliver the tram extension to Newhaven by 2022 after reviewing the business case and delivery plan to ensure they are robust.
Implement improvement plans for Waste and Cleansing Services. Reintroduce a free bulky item collection service.
Reduce the incidence of dog fouling on Edinburgh's streets and public parks.
Increase recycling to 60%.
Improve parking for residents by expanding park and rides for commuters.
Tackle pavement parking, reduce street clutter to improve accessibility.
Prioritise services for vulnerable children and families and looked after children, and support organisations working to end domestic abuse.
Continue to upgrade existing parks and plant an additional 1,000 trees.
Improve community safety.

- ~ Percentage of the road network (all roads) that should be considered for maintenance treatment
- ~ Percentage of emergency road defects made safe within 24 hours
- ~ Residents satisfaction with roads, pavements and footpaths
- ~ Level of capital investment in roads and pavements; Percentage of investment guaranteed on improving cycling in the city
- ~ Satisfaction with cycling in Edinburgh
- ~ City of Edinburgh Council's carbon emissions; Number of Air Quality Management Zones
- ~ CEC and Lothian Buses Green fleet investment; Reduced traffic congestion and length of road disruption
- ~ Satisfaction with public transport and residents parking; Increase in number of park and rides spaces
- ~ LEAMS – street cleanliness index; Percentage of wards with improved street cleanliness
- ~ Route completion rates; Reduction in missed bin complaints
- ~ Incidences of fly tipping; Dog fouling service request
- ~ Percentage of Waste Recycled
- ~ Individual and Communal Bin Collection Refuse and Recycling Service Requests and Complaints received
- ~ Green flag status; Number of additional 1,000 trees planted; New Parks Quality Assessment standard
- ~ Number of events held in major parks
- ~ Levels of hate crime; Number of antisocial behaviour complaints per 10k population
- ~ Percentage of people who feel safe in their neighbourhood after dark (Edinburgh People Survey)
- ~ Percentage of criminal justice orders successfully completed
- ~ Reoffending rates
- ~ Rate of LAC per 1,000 population; Percentage of LAC pupils with low school attendance
- ~ Number of Child Welfare Concerns for domestic abuse

A Forward Looking Council



We deliver value for money services through optimising our use of resources and building on the capabilities of our talented workforce

We provide services that are focused on prevention and early intervention

We plan our services to ensure we can continue to meet the needs of citizens and communities into the future

Our organisation is flexible and adaptable and embraces change

Ensure that Council policies on planning, licensing and sale of Council land give substantial weight to the needs of residents while still encouraging business and tourism.
Review the Council's policy on promoting mixed communities.
Improve planning enforcement to ensure that all developers, conform to Edinburgh's policies and developer's commitments.
Work with the Scottish Government to review planning policy and overhaul the planning appeal system.
Retain Lothian Buses and Edinburgh Tram in public ownership.
Work with the Integration Joint Board (NHS & Council Social Care) and other agencies to prioritise early intervention and prevention in mental health services.
Continue to make a case to the Scottish Government for the introduction of a Transient Visitor Levy. Explore the possibility of introducing a workplace parking levy.

- ~ Percentage of major application decisions within target
- ~ Percentage of non-householder planning applications dealt with within 2 months
- ~ Percentage of building warrants issued in 10 days after receipt of all satisfactory information
- ~ Percentage of first report building warrants issued in 20 days
- ~ Progress against delivery of current year's approved budget savings;
- ~ Revenue: current year's projected outturn
- ~ Increase commercial rental income from the Council property estate
- ~ Average level of debt of tenants in rent arrears; Proportion of Council Tax Collected
- ~ RIDDOR reportable injuries rate per 100 employees
- ~ ICT - Severity 1 incidents where resolution is greater than 4 hours
- ~ Total FTE; Total Agency Cost
- ~ Indicator reporting Programme dashboard
- ~ Community engagement measures
- ~ Concentration, location and occupation rates of short term lets;
- ~ Numbers of student housing developments
- ~ Monitor use and uptake of processing agreements; Monitor use, uptake and timescales for delivering legal agreements
- ~ Recruitment and timescales for enforcement action

An Empowering Council



A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues

We place our customers at the heart of all that we do, we are responsive, accessible and fair to all

We work with our partners and communities to deliver services locally

We are an open, honest, inclusive and transparent organisation

Sign Edinburgh to the Pay Fair Tax Initiative
Become a leading Council in Scotland for community engagement - 1% of the Council's discretionary budget will be allocated through participatory budgeting.
Limit Council Tax increases to 3% a year to 2021.
Continue a policy of no compulsory redundancies and keep a presumption in favour of in-house service provision
Devolve local decisions to four Locality Committees. Establish the membership of each Committee and how devolved decision making will work to encourage the maximum participation for local groups. Explore the effectiveness of community councils and how they can be enhanced to represent their local communities.

- ~ Customer Hub satisfaction across all channels
- ~ Council-wide sickness absence
- ~ Number of data breaches
- ~ Info Compliance: FOI enquires - percentage answered within statutory timescales
- ~ Number of recommended audit actions for critical and high risk issues outstanding
- ~ Number of recommended audit actions for medium risk issues outstanding
- ~ Percentage of annual discretionary budget allocated through participatory budgeting
- ~ Percentage of Council Tax increase approved by Council

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

Gaelic Language Plan, 2018-2022: Update on Progress

Item number	8.1
Report number	
Executive/routine	
Wards	

Executive Summary

This report is in response to Section 3 of the Gaelic Language (Scotland) Act 2005 which places a statutory duty on the City of Edinburgh Council to produce a Gaelic Language Plan every five years and to the Council's commitment to support the continued development of Gaelic in Edinburgh, including Gaelic Medium Education.

The report provides an overview of progress to date with the production of the plan and the next steps required to ensure its completion.

Geàrr-chunntas Riaghlaidh

Tha an aithisg seo mar fhreagairt do Earrann 3 de dh'Achd na Gàidhlig (Alba) 2005 a tha a' cur dleastanas reachdail air Comhairle Baile Dhùn Èideann gus Plana Gàidhlig a chruthachadh a h-uile còig bliadhna agus ri dealas na Comhairle gus taic a chur ri leasachadh leantainneach air Foghlam Tro Mheadhan na Gàidhlig.

Tha an aithisg a' toirt sealladh farsaing dhen adhartas gu ruige seo a thaobh cruthachadh a' phlana agus na h-ath-cheuman a tha a dhìth gus dèanamh cinnteach gun tèid a chrìochnachadh.

Gaelic Language Plan, 2018-2022: Update on Progress

1. Recommendations

- 1.1 The Committee is asked to note the progress in developing the Gaelic Language Plan 2018-22 and that an extension has been sought from Bòrd na Gàidhlig for submission to them. This will enable proper regard to be paid to the extensive responses made to the public consultation on the draft report.
- 1.2 Committee is asked to approve that the *Gaelic Language Plan 2018-22: Report on Feedback From Public Consultation* can be circulated as a public document.
- 1.3 The Committee is asked to note the progress being made with secondary Gaelic Medium Education (GME) which continues alongside the development of the Plan.

2. Background

- 2.1 This plan is being developed in response to Section 3 of the Gaelic Language (Scotland) Act 2005, which places a statutory duty on the City of Edinburgh Council to produce a plan every five years.
- 2.2 This second edition of the plan builds upon the lessons learnt and achievements made since the first edition of the plan, produced in 2012, which received positive feedback from Bòrd na Gàidhlig.
- 2.3 The production of the report is overseen by the Gaelic Implementation Group, set up to provide a forum for the City of Edinburgh Council to engage with key stakeholders on development of the Gaelic Language Plan and supported by the Co-Production Group. In collaboration with the Co-Production Group, a draft plan was produced in September 2017 and was used as the basis of an extensive consultation exercise, which closed on 15 December 2017.

3. Main report

- 3.1 This second edition of the City of Edinburgh Council's Gaelic Language Plan (GLP) builds on the progress and lessons learnt from the first plan, and focuses on developing more fluent Gaelic speakers, by offering more Gaelic learning opportunities, improving relations with Gaelic communities and building the profile of Gaelic across the city.
- 3.2 Between October and December 2017, the Council carried out a public consultation on a draft of the second GLP asking for feedback from pupils and parents engaged in Gaelic Medium Education and Gaelic Learners Education, Gaelic community

groups, teachers, Gaelic cultural groups, as well as the wider community. The consultation was carried out using an online survey, available in both Gaelic and English, to allow interested individuals and groups to provide their comments and suggestions. The majority of responses submitted were from existing members of the Gaelic community, particularly parents or carers of pupils from Gaelic Medium Education.

- 3.3 There were 387 responses to the consultation via the online platform and by letter and email. The majority of the respondents agreed with the vision for the City. The consensus was that the focus must be on the quality of Gaelic Medium Education and Gaelic Learners Education provision before any attempts are made to increase the breadth. This will require strategic decision making, detailed plans and measurable action to ensure success.
- 3.4 An initial verbal summary of the responses to the consultation was reported to the Gaelic Implementation Group at its meeting on 11 December 2017 with a full report provided by Strategy and Insight provided to the group in advance of their 30 January 2018 meeting, where it was discussed in detail.
- 3.5 To allow time sufficient time to enable due regard to be given to the responses in producing the City of Edinburgh Council's final report, we have requested an extension to the deadline for publication from Bòrd na Gàidhlig who are now aware that our intention is to finalise the plan during March 2018 for consideration by the Corporate and Policy Committee at its 15 May 2018 meeting.
- 3.6 As part of the Council's on-going commitment to extending secondary GME provision, additional funding has been procured from the Scottish Government to enhance GME staffing. This includes a promoted post to facilitate the development of Gaelic Education at secondary level across the city and for an additional GME secondary teaching post.
- 3.7 In their report to the Education, Children and Families Committee of 12th December 2017, the school estate planning team noted that it had been considering options for the relocation of GME from James Gillespie's High school. Projections show that it will experience issues accommodating the expected pupil intake in future years. One proposed step towards addressing this is establishing enhanced GME provision at an alternative location. One opportunity that has emerged from analysis by estate planning is that Drummond High school could become the school which GME primary pupils attend for their secondary GME education. Informal consultations on this are now in process.

4. Measures of success

- 4.1 A successful outcome will be the completion of the second Gaelic Language Plan which builds on the clear and agreed vision to provide clear actions which will provide progress towards this vision.

5. Financial impact

- 5.1 While there are no additional financial implications arising from this report, activities towards promoting the quality of Gaelic Medium Education and Gaelic Learners Education may have cost implications. Details will be included in the report to the 15 May Committee meeting.

6. Risk, policy, compliance, and governance impact

- 6.1 The Gaelic Implementation Group is chaired by the Council's Gaelic champion, Cllr Dickie, which reports to The Council's Policy and Strategy Committee. In addition, the Council's Head of Strategy and Insight oversees the co-ordination of the plan and its implementation.

7. Equalities impact

- 7.1 The work reflected in this report aims to directly improve outcomes for groups with protected characteristics, which will help to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

8. Sustainability impact

- 8.1 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the Framework will help achieve a sustainable Edinburgh because of Council action to improve social justice, and economic wellbeing.

9. Consultation and engagement

- 9.1 The response to the consultation has been developed based on extensive engagement led by the Council's Strategy and Insight Service.

10. Background reading/external references

- 10.1 Gaelic Language Plan 2018-22: Report on Feedback From Public Consultation – A report by Strategy and Insight
- 10.2 City of Edinburgh Council - Gaelic Language Plan 2018 to 2022 - V22 - Final draft for Public consultation – A report by Strategy and Insight

Andrew Kerr

Chief Executive

Contact: Laurence Rockey, Head of Strategy and Insight

E-mail: Laurence.rockey@edinburgh.gov.uk | Tel: 0131 469 3493

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

Edinburgh Biodiversity Action Plan Annual Progress Report for 2017

Item number	8.2
Report number	
Executive/routine	Routine
Wards	All
Council Commitments	43, 44 and 45

Executive Summary

The [Edinburgh Biodiversity Action Plan 2016-2018](#) (EBAP) is a city-wide initiative delivered by the Edinburgh Biodiversity Partnership (EBP).

This report updates Committee on EBAP progress and highlights the key activities and outcomes delivered by the partnership in 2017.

Appendix 1 includes a full progress report and gives further information on the current plan. It also shows how the work of the EBP links with the Open Space Strategy, Edinburgh Adapts, Edinburgh Sustainable Development Partnership, Edinburgh Partnership and helps to meet Scottish and international targets for biodiversity conservation.

Edinburgh Biodiversity Action Plan Annual Progress Report for 2017

1. Recommendations

- 1.1 It is recommended that the Committee notes the progress made by the Edinburgh Biodiversity Partnership in the last year in delivering the Edinburgh Biodiversity Action Plan 2016-18.

2. Background

- 2.1 The Nature Conservation (Scotland) Act 2004 places a duty on all public bodies, including the City of Edinburgh Council, to further the conservation of biodiversity in the course of carrying out their responsibilities.
- 2.2 In complying with this duty, public bodies must have regard to the Scottish Biodiversity Strategy. The 2004 document 'Scotland's Biodiversity: It's in Your Hands' and the 2013 supplement '2020 Challenge for Scotland's Biodiversity', together comprise the Scottish Biodiversity Strategy. The Scottish Biodiversity Strategy in turn supports efforts to meet the global Aichi targets for biodiversity.
- 2.3 Local Biodiversity Action Plans are an established and recognised mechanism for delivering local biodiversity outcomes across Scotland. Since 2000, the Council has led and until February 2018 chaired the EBP in the production of successive Edinburgh LBAPs. In this time, the Partnership has delivered a varied and successful programme of biodiversity improvements built on strong community and stakeholder engagement.
- 2.4 The Partnership brings together more than 40 organisations including government agencies, environmental trusts, research bodies, wildlife conservation NGOs, local volunteer wildlife groups and dedicated private citizens. EBP members are listed in appendix 2.
- 2.5 The EBP is a member of the Edinburgh Sustainable Development Partnership which sits within the overall Edinburgh Partnership remit.
- 2.6 The current EBAP runs to the end of 2018. The Council will undertake extensive stakeholder consultation and engagement this year to co-produce the plan's next phase with the Partnership and to ensure continuity of direction and delivery. The replacement plan will be presented to Committee for approval before being formally launched in early 2019.

3. Main report

- 3.1 The EBAP outlines the partnership approach to biodiversity conservation in Edinburgh and sets out a series of actions to be taken forward. The plan recognises the relationship between the built and natural environment, particularly in terms of water management, flooding and pollution.
- 3.2 Appendix 1 contains the EBAP Annual progress report 2017 and summarises the work carried out by EBP to deliver the actions and outcomes of the EBAP 2016-18. This includes detailed updates of project progress, the inclusion of biodiversity in policies and plans and examples of partnership working.
- 3.3 In Edinburgh, the high level of community and public participation in greenspace projects is a particular strength, as is the extent of successful partnership working across and beyond the Council.
- 3.4 Some highlights from the work of the Partnership in 2017:
- Local Biodiversity Sites network expanded to 99 sites;
 - 13% of grassland in Council parks now naturalised;
 - Six perennial meadows created in school grounds;
 - Partnership and volunteer engagement work on swifts and urban butterflies ;
 - Continuation of long running programmes of species monitoring by trained volunteers;
 - Ongoing support for 50+ Friends of Parks groups by the Council and partner organisations;
 - Three community orchards developed in Saughton Park;
 - Guidance on Biodiversity in Parks and Greenspaces updated;
 - New Geodiversity Charter launched;
 - Four community gardens created;
 - Rare plant populations supported by seed collection and translocating species;
 - Council's Statutory Biodiversity Duty Report for 2015-17 approved by Committee in December 2017;
 - 60 clean-ups along Water of Leith; and
 - Removal of invasive species at Cramond Foreshore.
- 3.5 Looking ahead, many of the actions and programmes will run through to, and beyond, the end of the current EBAP in late 2018. The priorities for 2018 include:
- 3.5.1 Welcoming Max Coleman of the Royal Botanic Garden Edinburgh as the new EBP Chair;
- 3.5.2 Working with partners and stakeholders to produce the next phase of the EBAP for 2019-2021;

3.5.3 Seeking, in the Year of Young People, to build on the current successful involvement of young people in the work of the Partnership; and

3.5.4 Raising the Partnership's social media profile.

4. Measures of success

- 4.1 The status of biodiversity and activity on biodiversity conservation in Edinburgh is monitored through:
- 4.1.1 The submission of a Biodiversity Duty Report to Scottish Government every three years; and
 - 4.1.2 Annual progress report on the delivery of the Edinburgh Biodiversity Action plan.

5. Financial impact

- 5.1 The Council's contribution to the EBP and the delivery of the EBAP is met within existing service budgets.

6. Risk, policy, compliance and governance impact

- 6.1 There is a risk the Council could fail to meet its statutory duty for biodiversity. The preparation of regular reports on biodiversity delivery and supporting the Edinburgh Biodiversity Action Plan 2016-2018 will help ensure the Council complies with the duty.

7. Equalities impact

- 7.1 There are no predicted infringements of rights or negative impacts on equalities.
- 7.2 The conservation and enhancement of biodiversity through delivering the ELBAP directly enhances the rights to life and health by protecting the essential ecosystem services our natural environment provides. It also enhances other associated rights such as education and standard of living through participation in local biodiversity projects.

8. Sustainability impact

- 8.1 The impacts of this report in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties have been considered, and the outcomes summarised below. Relevant Council sustainable development policies have been taken into account and noted in Section 10 below.
- 8.2 Delivering, with partners, the EBAP actions will help achieve a more sustainable Edinburgh by incorporating biodiversity into the Council's existing activities and actions. This helps create a more resilient natural environment, reduce carbon

emissions and improve social justice, economic wellbeing and good environmental stewardship.

9. Consultation and engagement

- 9.1 Members of the Edinburgh Biodiversity Partnership and Council services contributed to this annual update report. The EBAP itself is built on extensive stakeholder and partner consultation and engagement. The next phase of the plan will similarly be based on this inclusive, collaborative approach.

10. Background reading/external references

[2050 Edinburgh City Vision](#) - One Year On

[Scotland's Biodiversity: It's In Your Hands – A Strategy for the Conservation and Enhancement of Biodiversity in Scotland 2004](#)

[2020 Challenge for Scotland's Biodiversity – A Strategy for the Conservation and Enhancement of Biodiversity in Scotland 2013](#)

[Edinburgh Biodiversity Action Plan 2016-2018](#)

[Edinburgh Statutory Biodiversity Duty Report 2015-2017](#)

Paul Lawrence

Executive Director of Place

Contact: David Leslie, Service Manager and Chief Planning Officer

E-mail: david.leslie@edinburgh.gov.uk | Tel: 0131 529 3948

11. Appendices

Appendix 1 - Edinburgh Biodiversity Action Plan annual progress report 2017.

Appendix 2 - Edinburgh Biodiversity Partnership – list of member organisations.

Edinburgh Biodiversity Action Plan
2016 -18

PROGRESS
REPORT
2017



PROGRESS REPORT 2017

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Chair's foreword

2017 has been a productive year for the Edinburgh Biodiversity Partnership, delivering a total of 176 actions from the Action Plan to progress positive outcomes for the City's biodiversity and its citizens. These include support for 'Friends' groups by Council and partner organisations, a programme of species monitoring by trained volunteers, development of community orchards, creation of allotments and community gardens and naturalisation of council grassland areas.

The Council submitted its Biodiversity Duty Report (2015-17) to the Scottish Government in December. As well as meeting legal requirements, this demonstrates the Council's continued commitment to biodiversity. In October, the Partnership was represented at the Eurocities Environment Forum held in Essen, Germany. This provided an opportunity to exchange ideas and experience on how biodiversity projects are delivered in other European cities. Following this, the Partnership is keen to support the Eurocities Conference to be hosted in Edinburgh later in 2018. Also looking forward, in the Year of Young People, we will continue to build on existing work such as RSPB's 'Young Roots' project with Edinburgh University students and to ensure that all young people have the opportunity to be engaged with local nature and greenspaces.

Finally, after 20 years of holding the role of Edinburgh Biodiversity Partnership chair, the Council will be handing over this role to the Royal Botanic Gardens. The Partnership is delighted to welcome Dr. Max Coleman (Science Communicator) to the position in February 2018. Max will bring his invaluable communications experience and knowledge of biodiversity conservation issues to this role.

Julie Dewar

City of Edinburgh Council Senior Planning Officer
Chair of Edinburgh Biodiversity Partnership

Introduction

Think Global, Act Local – facing the challenges

The Edinburgh Biodiversity Partnership continues to deliver an exciting and innovative programme of projects and community events across the city. One of the strengths of the Partnership is its diversity; from government agencies to local volunteer wildlife groups and committed, knowledgeable individuals. The Partnership can empower and act at local levels and also impact on a larger scale. Examples of this are seen with projects such as Swift Surveys and Square Metre for Butterflies – delivering locally to protect and enhance globally endangered species.

2017 has seen a rise in concern and awareness of environmental issues such as plastics, pollution, climate change and habitat fragmentation.

The work of the Partnership continues to provide many examples of commitment to addressing these challenges.

Achievements 2017

This progress report highlights the outcomes and key activities from the last twelve months, delivered by the Partnership.

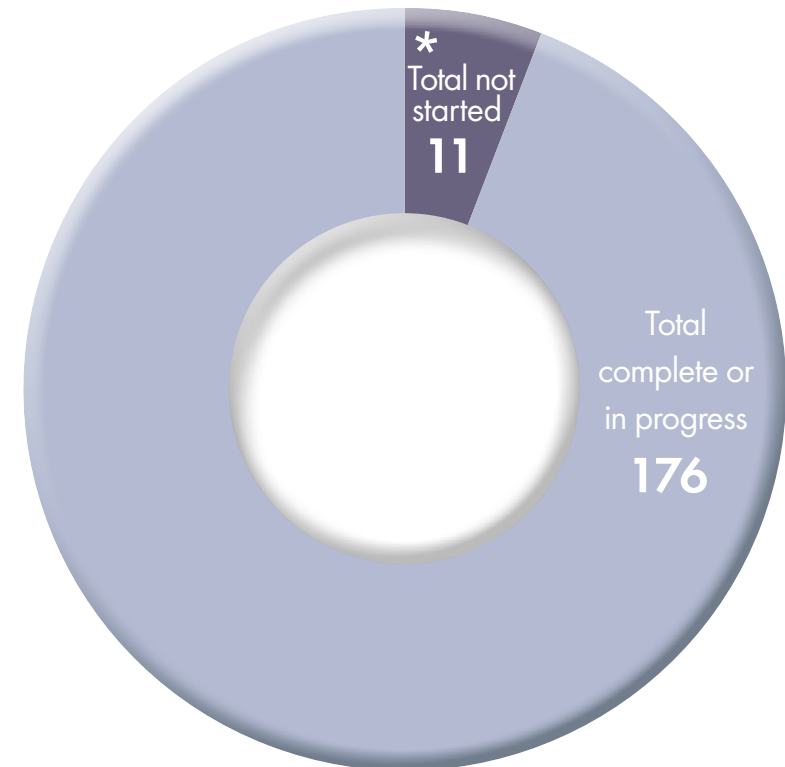
Community and public engagement came to the fore in 2017 with projects such as Swifts Survey, Urban Butterfly Project, community orchards and growing at Saughton Park and Friends groups delivering practical conservation projects in their local area. 13% of grassland in CEC Parks estate has now been naturalised including native bulb planting.

Updated guidance on Biodiversity in Parks and Greenspaces has been produced and is available to Parks Officers and Friends groups.

The Local Biodiversity Sites network across Edinburgh has a total of 99 sites. Biodiversity advice has been offered to protect and enhance these sites including establishing an invertebrate monitoring scheme on a Local Nature Reserve (LNR).

Work on rare plant populations has taken place including seed collection, site scoping and completing translocation permissions.

The Council's Statutory Biodiversity Duty Report for 2015 - 2017 was compiled and approved by Corporate Policy and Strategy Committee in December 2017.



Total actions for 2017: 187

** Actions not started are due either to resourcing eg staff changes, or because they are funding dependent and funding has not yet been secured.*

1,600

EBAP 2017 IN NUMBERS

PEOPLE & EVENTS

1,600 community group interactions at RBGE 'Meet the Gardener'



RSPB worked across **17** sites engaging with **1300** children



9 wildlife recording trips organised by the **Wildlife Information Centre**

20 volunteers involved in **Friends of Saughton Park** initiatives



GEODIVERSITY

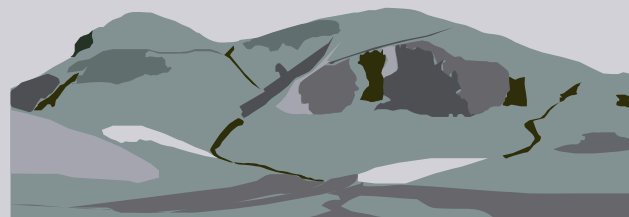
1 Launch of the new **Geodiversity Charter**



excursions in Edinburgh held by **Lothian & Borders Geoconservation Group** **6**



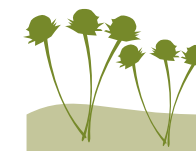
15 site statements completed to new Geoconservation standard



GREEN NETWORKS

SNH provided statutory advice on **16** plans and strategies relating to natural heritage

3 community orchards developed in Saughton Park



13% of the **grassland** on **CEC Parks and Greenspace** estate **naturalised**

6 **perennial meadows** created in school grounds by CEC Parks and Greenspace and ELL

Community gardens created by Edinburgh and Lothians Greenspace Trust



BLUE NETWORKS

1 **Shoreline** project developed with **SNH** and **RBGE** to increase awareness of Firth of Forth



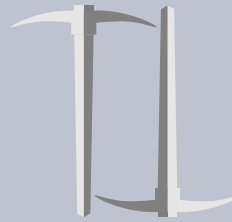
4 days of **removal of invasive species** at Cramond Foreshore by **CEC Natural Heritage Service**



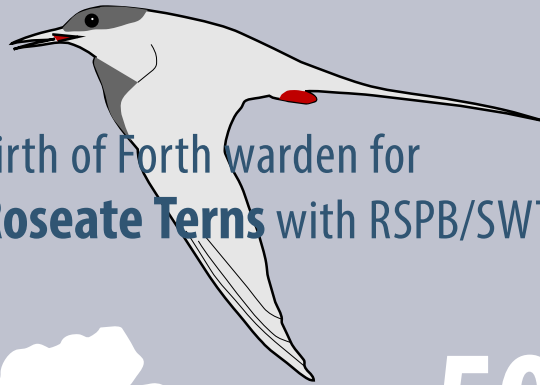
 **clean-ups** completed along Water of Leith by WoLCT

SPECIES

1 **project officer** co-ordinating work on invasive species via **CEC Natural Heritage Service**



1 Firth of Forth warden for **Roseate Terns** with RSPB/SWT



50 **Rock Rose** planted at **Waverley Court** by CEC **Planning and Butterfly Conservation Scotland**

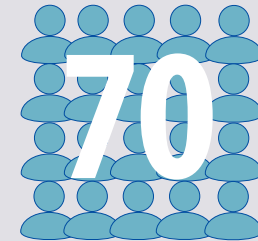


BUILT ENVIRONMENT

34 swift boxes requested/installed in **new developments**



70 people attended **swift survey project event**



1 **lighting scheme** advised on impact of **LED lighting** on **wildlife**



1 **OrganiCity** project launched



Global and national context

Local Biodiversity Action Plans were first produced as part of the UK response to the requirements of the United Nations Convention on Biological Diversity signed at the Rio Earth summit in 1992.

Local plans continue to contribute to the work required to meet national and global targets. The current UN targets, known as the Aichi Targets, are in place for 2020 and these are summarised below.

Aichi Biodiversity Targets

- **Strategic Goal A:** Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society
- **Strategic Goal B:** Reduce the direct pressures on biodiversity and promote sustainable use
- **Strategic Goal C:** Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity
- **Strategic Goal D:** Enhance the benefits to all from biodiversity and ecosystem services
- **Strategic Goal E:** Enhance implementation through participatory planning, knowledge management and capacity building

In Scotland, these Aichi Targets are translated into national targets in the Scottish Biodiversity Strategy, and most recently in 'Scotland's Biodiversity: A Route Map to 2020'. The Route Map identifies the Six Big Steps for Nature as a mechanism for meeting the Aichi Targets. These are:

- Ecosystem restoration
- Investment in natural capital
- Quality greenspace for health and education benefits
- Conserving wildlife in Scotland
- Sustainable management of land and freshwater
- Marine and Coastal ecosystems restored.

All of the actions in the Edinburgh Local Biodiversity Action Plan can be directly linked to at least one, and in most cases more than one, of these Scottish priorities.

Edinburgh Partnership structures



Looking ahead to 2018

Many of the actions and programmes are valid throughout the duration of the Biodiversity Action Plan 2016-2018.

Priorities for 2018 will include:

- Welcoming Max Coleman of RBGE as the new Chair of the Partnership
- Working with partners and stakeholders to consult on and produce the Phase 5 plan 2019-2021
- Working with new organisations and individuals in the production and delivery of the new plan
- Noting that 2018 is the Year of Young People and seeking to build on current involvement of young people and further engage this audience where opportunities arise
- Developing a social media profile for the Partnership including Twitter, Facebook and Instagram

2018 will undoubtedly be a challenging and exciting time for biodiversity.

PROGRESS REPORT 2017



Appendix 2

List of Edinburgh Biodiversity Partnership members including Council departments

BBCT – Bumblebee Conservation Trust

BCS – Butterfly Conservation Scotland

BDS – British Dragonfly Society

BSBI – Botanical Society of Britain and Ireland

Buglife – Buglife

CEC – City of Edinburgh Council – Parks, Greenspaces and Cemeteries, Planning and Transport, Localities,

EC – Edinburgh College

Edible Edinburgh

ELGT – Edinburgh and Lothians Greenspace Trust

ELL – Edinburgh Living Landscape initiative

ENHS – Edinburgh Natural History Society

ERSG – Edinburgh Raptor Study Group

ESDP – Edinburgh Sustainable Development Partnership

EWB – Edinburgh World heritage

FCS – Forestry Commission Scotland

FEF – Forth Estuary Forum

FGSES – Fungus Group of SE Scotland

FR – Forest Research

FSG – Forth Seabird Group

HESRS - Historic Environment Scotland Ranger Service

HMPS – Her Majesty's Prison Saughton

HW – Heriot Watt University

LABMAG – Lothian and Borders Mammal Group

LARG – Lothian Amphibian and Reptile Group

LBG – Lothian Badger Group

LBG – Lothians Bat Group

LFGNP – Lothians and Fife Green Network Partnership

Lothian and Borders Geoconservation Committee – Lothian and Borders Geoconservation Committee

MS – Marine Scotland

NCW – New Caledonian Woodlands

NU – Napier University

RAFTS – Rivers and Fisheries Trust Scotland

RBGE – Royal Botanic Garden Edinburgh

RSPB – Royal Society for the Protection of Birds

RZSS – Royal Zoological Society of Scotland (Edinburgh Zoo)

Saughton Park Project Team – Saughton Park Project Team

SEPA – Scottish Environment Protection Agency

SNH – Scottish Natural Heritage

SOC – Scottish Ornithologists Club

SRUC – Scottish Rural University College

SWT – Scottish Wildlife Trust

TWIC – The Wildlife Information Centre

UoE – University of Edinburgh

WoLCT – Water of Leith Conservation Trust

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

Eurocities Conference and Cities4Europe Initiative

Item number	8.3
Report number	
Executive/routine	
Wards	All
Council Commitments	C2 , C29 , C31 , C46

Executive summary

The Eurocities network has invited all member cities to engage with its new 'Cities4Europe' programme. The Committee is asked to consider and endorse Edinburgh's engagement in the programme and to note ongoing preparations for Edinburgh's hosting of the Eurocities 2018 conference on 28-30 November 2018.

Eurocities Conference and 'Cities4Europe' Initiative

1. Recommendations

- 1.1 Committee is asked to:
 - 1.1.1 Consider and agree a commitment to engage with the Eurocities' 'Cities4Europe' initiative, recognising the opportunity to link activities to those outlined for Scotland's Year of Young People, and to the Eurocities 2018 Annual General Meeting (AGM) and conference which will be hosted in Edinburgh in November, where the conclusions of the initiative will be presented;
 - 1.1.2 Note that the Lord Provost will represent Edinburgh at the Eurocities Mayors' Summit on 7 May 2018 in Brussels, as part of the preparation of the programme and agenda for the Eurocities AGM and conference 2018;
 - 1.1.3 Note that, under the terms set out in Paragraph 4.1 of the Committee Terms of Reference and Delegated Functions, the Executive Director of Place in consultation with the Council Leader has nominated the Convener of Housing and Economy to attend the Eurocities Executive Committee in Vienna on 27 and 28 February 2018;
 - 1.1.4 Note that follow up reports for both visits will be reported back to Committee as part of the Council's process for international visits; and
 - 1.1.5 Refer this report to the Housing and Economy Committee, to update members on the progress made with the Eurocities AGM and conference.

2. Background

Eurocities Network and Annual Conference

- 2.1 Eurocities is the primary membership network of European Cities and Edinburgh has been a member for almost 30 years. At the meeting of the Council on 29 June 2017, the Lord Provost and the Convener of the Housing and Economy Committee were appointed as the Council's representatives to the network.
- 2.2 Eurocities membership comprises both EU and non-EU member countries. As previously reported to Committee, the result of the UK referendum on membership of the European Union does not affect the status of Edinburgh's membership of the network, nor its role as host. In fact, it offers an opportunity to help shape the future of Eurocities to ensure ongoing engagement and value for non-EU cities.

- 2.3 Last year the Council successfully bid to host the 2018 Eurocities AGM and conference which will take place in Edinburgh from 28 – 30 November 2018, on the theme of ‘Creative Competitive Cities’, with an agreed youth ambassador programme linked to Scotland’s Year of Young People 2018.

Cities4Europe

- 2.4 The Eurocities conference and AGM in Ljubljana in November 2017 agreed to launch a new initiative on 7 May 2018 called ‘Cities4Europe’ aimed at citizen outreach and citizen engagement across Europe, delivered through cities’ local democratic processes and participatory decision-making.
- 2.5 The purpose of the ‘Cities4Europe’ initiative is to address growing divisions and hostility in Europe and global challenges faced by cities.
- 2.6 The initiative will use the Eurocities platform of over 140 EU and non-EU cities to redefine, secure and deliver effective urban policies which respond to meeting the aspirations and expectations of citizens. This will include, for example, shared global understanding and leadership on issues such as equal opportunities, quality of life, and innovative delivery of high quality public services.
- 2.7 The conclusions of the initiative will form a significant part of the agenda of the political meetings during the Eurocities conference in November.
- 2.7 On 12 December 2017 the Education, Children and Families Committee considered a report on Scotland's [Year of Young People 2018](#) and opportunities for Schools and Lifelong Learning. This report referenced the opportunity to include the Council’s engagement with Eurocities and the Eurocities conference in November as part of the planned activities.

3. Main report

Eurocities AGM and Conference November 2018

- 3.1 Eurocities’ agenda for the AGM and conference will be influenced by a number of key developments, including the Eurocities response to the [Future of Europe](#) consultation, which, given the local and global themes and challenges addressed, remain relevant to both EU and non-EU member cities.
- 3.2 In addition, Eurocities new initiative, ‘[Cities4Europe](#)’ invites all member cities to deepen and build on local citizen engagement, and to share and promote opportunities for member cities to work with, and learn from, each other through joint projects. Eurocities has consistently campaigned for wider recognition of the fact that cities are closest to citizens in terms of understanding citizens’ needs and enabling and demonstrating participative democracy. Eurocities member cities have a long tradition of international cooperation and joint projects, and, through this initiative, are once again encouraged to bring forward

tested and new ways of engaging with citizens to deliver successful urban policies.

- 3.3 The conference theme is 'Creative Competitive Cities' and provides an excellent setting, within the world's first Festival City, to highlight culture and creative industries as clear opportunities for local engagement and inclusion and international outreach. The conference is a high profile and prestigious platform from which to showcase best practice in Edinburgh, and to share knowledge and ideas which address the key urban challenges faced by cities in Europe.
- 3.5 The event will take place at the Edinburgh International Conference Centre and will be attended by over 500 delegates including city mayors, leaders, elected members and officers from Eurocities member cities. Preparations for the conference are well underway through the Eurocities conference planning taskforce, with support from a professional conference organiser on logistics, website, delegate registration and engaging with key partners on programme development. There are a number of opportunities for sponsorship and outreach underway.

Eurocities Executive Committee and Mayors' Summit 2018

- 3.6 As the future conference host city, the Council is expected to play a significant role in ensuring the delivery of Eurocities political agenda in the run up to, and during the conference.
- 3.7 Edinburgh is being represented at the Eurocities Executive Committee in Vienna on 27 and 28 February 2018 by the Convener of Housing and Economy, Councillor Gavin Barrie.
- 3.8 The Housing and Economy Committee on [7 September 2017](#) approved the Lord Provost's attendance at the Mayors' Summit in Brussels on 7 May 2018, which will be hosted by Eurocities as part of the 'Cities4Europe' initiative.
- 3.9 The host city of the conference is exempt from paying a membership fee during the host year. This money will be used to meet the cost of attendance at these events.

'Cities4Europe' and Youth Theme

- 3.8 In recognition of the Scottish Year of Young People 2018 and through consultation with the Scottish Government and other partner agencies, there will be a sub-theme focus on young people during the Eurocities conference in 2018. A youth ambassador from Edinburgh was selected to travel to Ljubljana to attend the 2017 Eurocities conference as a learning and development opportunity as well as to advocate and support the promotion of youth legacy projects the 2018 conference. The report to the Education, Children and Families Committee on 12 December 2017 highlighted potential youth activities for 2018, some of which could possibly be aligned to the Cities4Europe initiative.

Cities4Europe – type of activities

- 3.9 Eurocities invites member cities to work together, for example as twin and partner cities, or groups of cities to share experience and undertake joint activities to engage citizens in the initiative. Examples from the Eurocities Brussels team which might be considered relevant for Edinburgh, and could draw on the youth theme of 2018 and the conference include:
- Creative art - 'My Europe 2050' in images;
 - Higher Education - exhibition with former Erasmus students 'Erasmus 10 years on';
 - Performance and entertainment - concerts/festival/street shows coordinated with sister cities and/or other Eurocities members;
 - Place making - guided cycle tours on European influence on the city;
 - Showcase - mobile exhibition in city libraries or public space featuring local citizens' initiatives;
 - Social media - young people sharing their experiences of being European, hopes for the future; and
 - Assemblies and debates - 'our future in Europe'.
- 3.10 Meetings are now taking place to advance ideas and projects on both the Creative Competitive Cities and young people themes.

4. Measures of success

- 4.1 The hosting of the Eurocities conference and AGM is a significant undertaking for Edinburgh. The value from the event to the city will be maximised by the Council's and partners' input to the technical and political content during the planning of the conference. This will ensure that the city is showcased, that a relevant platform is created for international exchange of good practice and partnership, and that legacy projects are identified and secured, particularly for young people.
- 4.2 Feedback reports are provided on all international travel commitments made by elected members.

5. Financial impact

- 5.1 Funding for the hosting of the conference comes from delegate fees, partner contributions and sponsorship opportunities.
- 5.2 Funding for activities aligned to the 'Cities4Europe' initiative will be met from existing Council budgets and/or partner contributions.
- 5.3 The anticipated costs of travel to Vienna for the February 2018 meeting of the Eurocities ExCom meeting is £600 per person, dependent on the time of booking, to be met by the Eurocities membership fee set aside for 2018. The

cost of the visit to Brussels is still to be costed but will also be met from the Eurocities membership fee provision.

6. Risk, policy, compliance and governance impact

- 6.1 The actions and outputs described in this report adhere to the risk compliance policy and governance arrangements. In addition, the recommendations in the report do not impact on any existing policies of the Council.

7. Equalities Impact

- 7.1 There are no equalities impacts arising from the above activities. The Council's International Strategy and Eurocities engagement plan supports the Council's commitment to equal opportunities.

8. Sustainability impact

- 8.1 Travel arrangements are made in accordance with the Council's Sustainable Travel Plan. While there are adverse impacts on air quality and noise associated with air travel, overland travel is often not considered to be practical given the time implications and cost savings on overnight accommodation.

9. Consultation and Engagement

- 9.1 The Council undertakes international activity in partnership with a wide range of partners in the city on a consultative basis. This includes a Team Edinburgh/Team Scotland approach linking closely to the Consular Corps, the Scottish Government, the Parliament, the city's investor and business base, the Higher Education Sectors, Festivals Edinburgh and Marketing Edinburgh.
- 9.2 Membership of Eurocities provides the Council with a channel for engaging across a range of service areas.

10. Background reading / external references

- 10.1 Background information held by Investment and International Relations Team
- 10.2 [Eurocities](#) website
- 10.3 [Future of Europe Consultation](#)

Paul Lawrence

Executive Director of Place

Contact: Elaine Ballantyne, Service Manager, Investment and International Relations
E-mail : elaine.ballantyne@edinburgh.gov.uk Tel: 0131 469 3854

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

Contact Performance Update: July – December 2017

Item number	8.4
Report number	
Executive/routine	
Wards	
Council Commitments	

Executive Summary

This report provides an update on Contact Centre performance following the report to Committee on 3 October 2017. The report details current trends and ongoing service improvement activities.

Contact – Performance Update: July – December 2017

1. Recommendations

- 1.1 It is recommended that the Corporate Policy and Strategy Committee notes:
 - 1.1.1 current performance trends within the Contact Centre; and
 - 1.1.2 ongoing service and performance improvement activities to ensure that Council services are easy to access and citizen queries and complaints are dealt with effectively.

2. Background

- 2.1 On 8 November 2016, 28 March 2017 and 3 October 2017 the Corporate Policy and Strategy Committee received updates on Contact Centre performance, trends, and ongoing service improvement activities. These reports provided detailed performance information that demonstrate a pattern of sustained improvement, supported by targeted actions to address specific issues.

3. Main report

Overview

- 3.1 The Council is committed to providing an effective and reliable service to all citizens, where getting the basics right is supported by simple and easy to access contact channels. The Customer Contact Centre aims to maximise the number of queries resolved at the first point of contact, aligned with clear escalation routes where further input is required from Council services. The Contact team currently support phone calls (inbound and outbound), emails and social media activities.

Current Trends

- 3.2 Regular management information is produced to monitor performance levels and inform future improvement activities. In October 2017, the Corporate Policy and Strategy Committee received an update highlighting that overall contact volumes had generally remained stable, with a generally positive performance trend.

Service Performance

- 3.3 To highlight current performance levels, an assessment has been completed comparing the data reported in October 2017 with data from July to December

2017. This information is detailed in Appendix 1 and includes new performance data for additional lines and services that are now being delivered by the Contact Centre. The following key data and trends have been identified, showing further positive movements on service performance.

- Contact Centre calls answered within 30 seconds (service level performance indicator) is now averaging at 67%, which is a 2% increase since June and 10% improvement since March 2017.
- Improved service level performance has been achieved (traditional target of 55% of calls answered within 30 seconds) with 33 of 40 service lines achieving or exceeding target.
- For calls abandoned, 33 of 40 services lines achieved the 10% service level target and 25 of 40 lines achieved the 8% stretch target.
- Average Handling Times - 27 of 40 service lines recorded higher average handling times (AHT) compared to the previous report. This remains consistent with a greater focus on first touch resolution and recognises that teams have recruited new staff. A programme of support and up-skilling is ongoing to develop service knowledge and call handling skills.
- Total Calls answered for the 6 month period from July to December were 339,727 with an average of 56,600 per month (60k average, in March to July 2017). The highest call volume month was November with 61,000 calls answered.

Quality of Service

- 3.4 The quality of service provided by the Contact Team is another key performance metric. This is measured monthly across each contact adviser and is based on a set criteria focusing on both technical and soft skills.
- 3.5 For the last nine months, the quality score has averaged around 90% against a target of 80%, demonstrating a consistency of performance.

Customer Satisfaction

- 3.6 The performance for the Contact Centre averages at 72% which is in line with Industry Standards. This information and insight on positives and areas for improvement, is used to shape coaching activities and support targeted follow ups with citizens to ensure resolution. The new telephone system will include real time alerts on low scoring surveys and this will be issued to Team Leaders to allow immediate remedial action with customers and staff.

Complaints

- 3.7 The Contact Centre also tracks formal complaints relating to contact activities. These fluctuate marginally from month to month, with an average of 82 unique complaints recorded on the Council's Complaints system per month. These complaints remain low and equate to approximately 0.02% of the total calls handled by the Contact Centre each month. It is understood that not all complaints will be formally reported or recorded on the system and the Contact Centre continues to

target and address key themes identified by citizens and service users to improve performance.

Housing Repairs

- 3.8 The winter period is a busy time for the Housing Repairs service, with challenging weather conditions driving short periods of sustained contact. In addition, the service was actively involved in the Council's follow up response to the Grenfell fire tragedy, which resulted in increased contact. Through effective collaboration with the Housing service, and the use of targeted resource, a period of sustained improvement has been achieved over recent months.
- 3.9 The Housing Repairs Direct service performance increased from 29% to 55% and abandoned calls have reduced from 26% to 13%. Work is ongoing to further improve the service offering and achieve identified stretch targets. In addition, the Contact Team has also been working with Strategy and Insight and ICT service on projects to create a non-emergency online repairs form that offers citizens an alternative way to report issues. This was soft launched on 29 December 2017 and the team has been working with the Edinburgh Tenants Federation and citizens to gather feedback before a wider launch campaign. To date the form has been well received.

Council Tax

- 3.10 Contact performance has also seen an improvement with a 4% service level increase to 54%; however, abandoned calls have increased slightly to 8.2%, although this compares favourably with an 8% stretch target. Average Handling Time (AHT) in Council Tax has also increased by five seconds. This remains an important focus, however, there is a need to balance efficient handling times with ensuring queries are resolved at the first point of contact, which can increase AHTs.
- 3.11 A key improvement activity for the Council Tax team has been reviewing the Council's automated telephone menu system (IVR) that helps direct citizen queries. The team has been working with citizens to reduce unnecessary options, making it a simpler experience and therefore avoiding repeat contact.

Waste

- 3.12 Service contact was also considered in more detail in the October 2017 report. There are multiple Waste service lines and Waste contact performance indicators are now tracking ahead of target, with abandoned calls ranging between 3-8 % and service level performance ranging between 60 - 64%. This is a result of co-ordinated action between Contact and the Waste that has delivered simpler service journeys. The introduction of the new 'Route smart' system in Waste has also provided real time information on waste collection activities that can be accessed by the Contact Centre to improve communication with service users.

Special Uplift

- 3.13 Further work is ongoing to improve Contact arrangements for the Special Uplift service, where abandoned calls levels are relatively static at 8.3%; however the

service level has improved from 29% to 51%. This activity is prioritised by the Council's Transformation programme for automation and online self-service enhancements. An online form went live in December 2017 and work is continuing to introduce more efficient payment and scheduling options that will deliver a genuine one and done online experience.

Social Care Direct

- 3.14 While performance has improved in these targeted areas, performance levels in elements of the Social Care Direct service have been under pressure. Additional resource was secured in autumn 2017 but the team has been impacted by higher levels of turnover and the loss of experienced staff. This is exacerbated by the nature of the service as staff training is more in-depth and takes longer. An action plan, supported by stable levels of resource is in place. The plan is updated regularly and includes assessing non-phone activities, utilising the night shift teams to support processing tasks and the introduction of an online structured data form to capture citizen information in a consistent and comprehensive way.

First Contact Resolution

- 3.15 This ranges from 66% to 78% across the Contact services. These initiatives are expected to enhance the citizen experience, create greater choice, and reduce associated service pressures.

Automated Telephony System

- 3.16 The Contact Centre operates an automated menu system (IVR) that provides self-service links and call routing capabilities. This system has been used in Council Tax and Benefits for a number of years and has recently been rolled out to other areas including Roads, Waste and Environmental services. The system delivers additional call handling capacity and important service efficiencies, whilst still retaining the option for a citizen to speak to an agent to discuss issues at all times.
- 3.17 To date, many citizens have successfully used the automated system, with 47% of customers within Benefits and 68% within Roads using self-service options. These include service messages and online links to the Council's website and appropriate forms. Current uptake levels are consistent with industry customer standards.
- 3.18 The Council recognised that the IVR system could be simpler and service users have indicated that they found the system difficult to navigate. As a result the IVR scripts were updated to reduce the number of options, simplify the language, introduce menu short cuts and enable citizens to re-join the system at key points. This is designed to make it easier and quicker to navigate through to the correct services. As before, citizens continue to have the option to speak with a customer adviser at all times. These changes continue to be tested and reviewed by citizens and subsequent improvements have included reducing the level of options and repeated information on the automated service.

Online forms

- 3.19 The Contact Centre team is a major stakeholder, along with the delivery services, in the production and rollout of simple online service forms. The Contact Centre has prioritised high volume, resource intensive transactions to be fast tracked for online services. These include:-
- special uplifts
 - non-emergency repairs
 - licensing activities

These activities are being progressed by the Council's multi channel programme.

Self-serve Kiosks

- 3.20 The Customer Team has introduced 21 self-service kiosks in local offices across the city. These kiosks help service users who don't have online access, to complete transactions and make payments.
- 3.21 These kiosks provide access to an increasing number of services, including Council Tax, Benefits and Parking Permit services. Uptake differs across each local office and self service champions have been identified to promote this important service and encourage citizens to use our online services.

Text Reminders

- 3.22 Council Tax customers are now sent a text message reminder when their payment is overdue. The text includes a link to the Council's online payment system, as well as a phone number so customers without a smartphone can still make payment.
- 3.23 This provides an additional payment channel that is easy and convenient for citizens to use and the level of formal recovery action taken has reduced as a result.

New Services and Multi skilling

- 3.24 As part of an ongoing exercise to transfer all major telephony services to the Contact Centre, Edindex phone calls were absorbed by the Contact Centre in December 2017. This service provides advice and guidance to citizens applying for Social Housing, and assists citizens with the application process and placing property bids if they are unable to use the online facility.
- 3.25 Since the line transferred the service level performance has increased by 15% to 71% (December 2017), and the level of abandoned calls has reduced by almost 5% to 6.8%. This has been achieved through a programme of multi-skilling, with members of the Benefits Contact team now also taking Edindex calls.
- 3.26 This type of multi-skilling is being introduced across all of Customer Contact with a focus on delivering efficiencies and enhancing the customer experience. This activity also provides greater service resilience by more effectively meeting changing service demands. Currently 55% of Customer Contact is trained on two distinct services, 15% trained on three services, and 5% on four or more services.

Social Media and New Telephony System

- 3.27 Citizens engaging with the Council via social media continues to grow and the Contact Centre has recently been expanded to provide a more customer focused “one and done” approach on a 24/7 basis. This is an ongoing process and requires to be underpinned by strong service links to ensure residents and visitors to the city can be updated quickly on service issues.
- 3.28 These activities are closely aligned with the Council’s Web, Online and Channel Shift programmes and 2018 will see the introduction of new technology including webchat, a comprehensive customer knowledge hub, greater self-service with back office system integration and consistent, up to date customer records.
- 3.29 The Council’s new telephony system will be rolled out in the first quarter on 2018. The new system will deliver a range of benefits including system stability and an improved view of the citizen’s interactions, where repeat contact can be escalated and dealt with as a priority.
- 3.30 Work has also recently been completed to update the Council’s service database to ensure that reporting lines and telephone numbers are accurately recorded. This will assist Contact Centre staff when attempting to redirect customer queries to the correct services.

Service Collaboration

- 3.31 The responsibility to improve the customer journey is a joint exercise involving front line services and the Contact Centre. The Contact team has been working closely with key services to ensure a joined approach and this is effectively demonstrated by the recent co-location of Customer team members at the Seaford Waste depot. This ensures that service requests are appropriately progressed and where this is not the case, the reasons for service failure are investigated. Waste colleagues have also been hot desking within the Contact Centre to further strengthen the link between the services.

Work Force Management - Development and Scheduling

- 3.32 The introduction of a new workforce planning system (Teleopti) within the Contact Centre has delivered more efficient resource utilisation to better meet demand during peak periods. The system also supports multi skilling activities within the Contact Centre.

Operating Hours and Switchboard

- 3.33 During the first half of 2018 a review of operating hours and capacity will be completed across the service to ensure the right resource at the right time is available to best meet customer expectations.
- 3.34 Opening hours for Scottish Welfare Fund contact line will change from 7th February 2018 and will open from 10am until 16:45pm (Fridays at 15:40pm). This pilot will allow the team to process existing applications prior to the phone lines opening and reflects that there is currently limited contact before 10am. The change will ensure that during peak opening times that all resources can be front facing taking calls as

opposed to balancing calls with off line work. This change has been benchmarked against other councils, whose opening times vary from between 10am to 11am.

- 3.35 As part of these operating plans the current operating model for switchboard facility will also be removed. The switchboard currently services a mixture of internal and external calls. The internal calls are where members of staff are looking for internal extension numbers and therefore should be using the Global address list (GAL). A communication has been issued via manager news and a further communication will be issued to Council staff reaffirming the message and highlighting the contact information that is contained within the Global Address List (GAL). External calls will be reviewed and blended across appropriate contact teams with a view of educating the callers of the correct number they should have been calling with a view of phasing these calls out.

4. Measures of success

- 4.1 Performance against target is regularly reviewed to ensure issues are addressed and service level improvements are achieved.
- 4.2 Key statistics are included in Directorate and Council dashboards. Targets are based on the approved resource profile and benchmarked against similar organisations.
- 4.3 Team leaders monitor live performance information within the Contact Centre and use this to respond dynamically to demand. Daily, weekly, and monthly reports are produced and scrutinised by senior management.

5. Financial impact

- 5.1 The service is required to reduce headcount by 30.8 FTE to achieve 2018 financial targets. This will be achieved through the initiatives outlined in this report, however there are a number of dependencies, including the successful implementation of new technology, which is critical to improving the quality of service and making it simple, easy and better for Citizens to do business with us.

6. Risk, policy, compliance, and governance impact

- 6.1 The delivery of high performing contact services, both online and through telephony channels is a key objective for the Council.

7. Equalities impact

- 7.1 There are no direct equalities implications arising from this report. The Council remains committed to a digital by desire approach ensuring that we are catering for all Citizens across Edinburgh providing them options around their preferred contact channel of choice. This will range from the traditional service of speaking with an

adviser to transacting on-line.

8. Sustainability impact

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

9. Consultation and engagement

9.1 The Customer team uses a broad range of feedback and citizen groups to support service development and improvement.

10. Background reading/external references

- 10.1 [Contact Centre Performance Update: April to July 2017 - Report to Corporate Policy and Strategy Committee, October 2017](#)
- 10.2 [Minute of Council Meeting 24 August 2017](#) – Automated Service – Customer Journey, Motion by Councillor Johnston
- 10.3 Report to Corporate Policy and Strategy Committee, 28 March 2017 – [Customer Contact Update](#)
- 10.4 Report to Corporate Policy and Strategy Committee, 8 November 2016 – [General Switchboard and Website Enquiries](#)

Stephen S. Moir

Executive Director of Resources

Contact: Nicola Harvey, Head of Customer

E-mail: nicola.harvey2@edinburgh.gov.uk | Tel: 0131 469 5006

11. Appendices

Appendix 1 – Customer Centre Performance Data

Contact Centre Performance Data

Abandoned Calls

Call abandonment levels are monitored through regular performance reports. The agreed target, based on the current resource profile, is that the abandonment rate does not exceed 10%, with a stretch target of 8%. Cross skilling activities are ongoing and ICT improvements are also being progressed e.g. the successful implementation of a dedicated workforce management tool, creation of simple online forms and the rollout of a knowledge base that will improve call handling times.

Average Handling Time (AHT)

Average call handling times are monitored through regular performance information reports. AHT is the average time an agent spends with the customer to deal with the query.

Average Wait Times

Average wait times are monitored through regular performance information reports.

Service Levels

This indicator details the percentage of calls answered within 30 seconds. The target varies depending on the service, ranging from 55% (60% stretch target) to 80% (stretch target). The historical target of 55% is based on the existing resource profile and recent bench-making activity with similar organisations.

Background Summary – Service Performance Calls Answered in 30 seconds

- Contact Centre calls answered within 30 seconds (service level performance indicator) is now averaging at 67%, which is a 2% increase since June and 10% improvement since March 2017.
- Improved service level performance has been achieved (traditional target of 55% of calls answered within 30 seconds) with 33 of 40 service lines achieving or exceeding target.
- Of the 7 services lines that did not achieve the 55% service, 2 of the lines improved from the previous committee report (1 Edinburgh 54% from 34% and Special uplifts 51% from 29%), 1 line remained static at 44% Scottish welfare fund crisis line. The remaining 4 lines – Non Domestic Rates (NDR), Social Care Direct (SCD) Prof adult, SCD pub adult and Scottish Welfare Fund grant line have fluctuated or declined in performance. These lines are now a priority as part of wider action planning to ensure the correct resourcing models and shift patterns are in place to protect the lines, review of on line form functionality as well as off line work being supported by nightshift teams where this can be done.
- Half of the service lines (20 of 40) have now achieved or exceeded their stretch service level target (60% to 80% of calls answered in 30 seconds). 15 of these lines remain the same lines as previous report.

Service Levels (SLA) Data Contact Activity	Service Level Monthly 1 st March 17 – 31 st July 17 Base Line Target 55%	Service Level Monthly 1 st July 17 – 31 st December 17 Base Line Target 55%	2017/18 Stretch Internal Target
Anti Social Behaviour	81%	75%	80%
Central Emergency Service	78%	73%	80%
C & F Professional Child	67%	73%	80%
C & F Public Child	68%	71%	80%
Emergency Child	85%	73%	80%
Clarence	40%	64%	60%
Council Tax	50%	55%	60%
Benefits	49%	66%	60%
Non Domestic Rates	57%	53%	60%
Customer Care	79%	76%	80%
Food Bank	71%	65%	60%
Emergency Home Care Worker	86%	85%	80%
Emergency Home Care	86%	73%	80%
Emergency Social Work Service	85%	86%	80%
Interpretation and Translation Services (ITS)	70%	88%	60%
Interpretation Translation Services Daytime (ITS)	74%	87%	60%
1 Edinburgh	34%	54%	60%
Repairs Direct	29%	56%	80%
Repairs Planners	67%	71%	80%
Social Care Direct Professional Adult	68%	39%	80%
Social Care Direct Public Adult	67%	32%	80%
Scottish Welfare fund community grant	54%	48%	60%
Scottish Welfare Fund Crisis	44%	44%	60%
Repairs - Tradesman	44%	64%	80%
Repairs - Quality Care Officers	35%	59%	80%
Special Uplifts	29%	51%	60%
Waste	23%	64%	60%
Environment	26%	61%	60%
Missed Collections	24%	64%	60%
Facilities Management Helpdesk	86%	78%	80%
Planning and Building standards Building Gen Enq	80%	68%	60%
Planning and Building standards Planning Gen Enq	79%	68%	60%
Planning and Building Payments	85%	67%	60%
Planning Building Standards Road Permits	86%	68%	60%
LOCALITY office phone performance			
CELO (Central Edinburgh Locality office)	74%	71%	60%
EEO (East Edinburgh Locality office)	73%	69%	60%
NELO (North Edinburgh Locality office)	71%	70%	60%
SELO (South Edinburgh locality office)	78%	73%	60%
SWELO (South West Edinburgh locality office)	71%	73%	60%
WELO (West Edinburgh locality office)	71%	70%	60%

Abandoned calls

Contact Activity	Abandoned Calls Monthly Average 1 st March 17 – 31 st July 17	Abandoned Calls Monthly Average 1 st July – 31 st December 17 Base Target 10% (Stretch Target 8%)
Anti Social Behaviour	4.5%	11.7%
Central Emergency Service	6.7%	8.0%
C & F Professional Child	9.8%	6.3%
C & F Public Child	8.4%	6.5%
Emergency Child	3.2%	4.8%
Clarence	8.5%	6.0%
Council Tax	6.6%	8.2%
Benefits	3.1%	3.3%
Non Domestic Rates	5.7%	7.2%
Customer Care	3.3%	4.1%
Food Bank	4.7%	8.7%
Emergency Home Care Worker	4.8%	5.1%
Emergency Home Care	3.7%	3.3%
Emergency Social Work Service	4.2%	4.4%
ITS	10.0%	11.8%
ITS Daytime	7.7%	4.5%
1 Edinburgh	9.6%	8.4%
Repairs Direct	21.2%	13.0%
Repairs Planners	8.2%	7.8%
Social Care Direct Professional Adult	9.2%	12.2%
Social Care Direct Public Adult	17.2%	26.2%
SWF CC	10.2%	12.1%
SWF Crisis	10.7%	11.3%
Repairs - Tradesman	9.7%	7.6%
Repairs - Quality Care Officers	5.3%	5.3%
Special Waste Uplifts	8.6%	8.3%
Waste	4.2%	3.7%
Environment	5.9%	5.4%
Missed Collections	4.6%	4.8%
FM Helpdesk	5.8%	9.5%
PBS Building Gen Enq	2.1%	4.8%
PBS Planning Gen Enq	2.0%	3.7%
PBS Building Payments	3.3%	6.3%
PBS Road Permits	2.6%	1.1%
CELO	9.5%	7.4%
EELO	7.2%	7.4%
NELO	7.1%	6.6%
SELO	6.3%	6.6%
SWELO	10.9%	8.5%
WELO	10.5%	9.4%

Average Wait times

Note– lines over 2 minutes from July to Dec 17 (Council tax 2.03, NDR 2.15, SCD pub adult 3.35, SWF grant 3.07, SWF crisis 4.52 and special uplifts 2.50. Plans in place to ensure correct resourcing of staff in place or enhanced technology in place.

Contact Activity	Average Wait Times Monthly Average 1 st March 17 – 31 st July 17	Average Wait Times Monthly Average 1 st July 17 – 31 st December 17
Anti Social Behaviour	00:31	00:35
Central Emergency Service	00:30	00:37
C & F Professional Child	00:59	00:49
C & F Public Child	01:00	00:48
Emergency Child	00:21	00:41
Clarence	01:01	00:56
Council Tax	01:36	02:03
Benefits	01:18	01:18
Non Domestic Rates	01:49	02:15
Customer Care	00:38	00:48
Food Bank	01:06	01:26
Emergency Home Care Worker	00:13	00:14
Emergency Home Care	00:11	00:14
Emergency Social Work Service	00:16	00:17
ITS	00:53	00:09
ITS Daytime	00:12	00:06
1 Edinburgh	01:16	01:14
Repairs Direct	03:05	01:56
Repairs Planners	00:36	00:36
Social Care Direct Professional Adult	01:03	01:35
Social Care Direct Public Adult	02:01	03:35
SWF CC	02:16	03:07
SWF Crisis	04:14	04:52
Repairs - Tradesman	00:52	00:40
Repairs - Quality Care Officers	01:01	00:47
Special Waste Uplifts	02:50	02:50
Waste	01:12	01:10
Environment	01:21	01:13
Missed Collections	01:14	01:07
FM Helpdesk	00:15	00:23
PBS Building Gen Enq	00:29	00:52
PBS Planning Gen Enq	00:33	00:52
PBS Building Payments	00:22	00:48
PBS Road Permits	00:17	00:12
CELO	00:25	00:32
EELO	00:38	00:41
NELO	00:36	00:36
SELO	00:27	00:32
SWELO	00:25	00:25
WELO	00:33	00:33

Average calls handled

Note- lines seeing an 'increased average calls handled' such as Central emergency service, Repairs, Clarence etc are due to seasonality and expect to see some spikes on certain months. Trend analysis of calls where not seasonal such as special uplifts etc have identified ways to improve through different channels i.e. web forms.

Services	Average Calls Handled Monthly March 17 - July 17	Average Calls Handled Monthly July 17 - December 17
Anti Social Behaviour	48	45
Central Emergency Service	1946	2457
C & F Professional Child	645	682
C & F Public Child	521	597
Emergency Child	107	85
Clarence	850	1254
Council Tax	6365	6895
Benefits	3926	4274
NDR	757	667
Customer Care	904	1511
Food Bank	308	394
Emergency Home Care Worker	2928	3526
Emergency Home Care	422	454
Emergency Social Work Service	1660	1870
ITS	3	3
ITS Daytime	1484	639
1 Edinburgh	1252	1449
Repairs Direct	6676	8897
Repairs Planners	3304	4358
Social Care Direct Profess Adult	104	214
Social Care Direct Public Adult	3450	3720
SWF CC	588	552
SWF Crisis	1741	19
Repairs - Tradesman	2404	2978
Repairs - Quality Care Officers	420	499
Special Waste Uplifts	2352	2771
Waste	819	829
Environment	1375	917
Missed Collections	841	345
FM Helpdesk	1360	1695
PBS Building Gen Enq	799	809
PBS Planning Gen Enq	626	681
PBS Building Payments	385	470
PBS Road Permits	220	235
CELO	279	154
EELO	1857	2315
NELO	1605	1881
SELO	1433	1698
SWELO	2168	2434
WELO	784	838

Average Handling Time (AHT)

Note- the focus is on first contact resolution and quality of calls to drive a better outcome and customer experience. Typically this will mean slight increases to call handling times however through time a reduction in call demand volume.

Contact Activity	Average handling time 1 st March 17 – 31 st July 17 (seconds)	Average handling time 1 st July 17 – 31 st December 17 (seconds)
Anti Social Behaviour	223	411
Central Emergency Service	390	398
C & F Professional Child	485	504
C & F Public Child	563	574
Emergency Child	472	469
Clarence	233	255
Council Tax	443	448
Benefits	398	390
Non Domestic Rates	450	471
Customer Care	239	284
Food Bank	328	319
Emergency Home Care Worker	268	266
Emergency Home Care	310	297
Emergency Social Work Service	376	367
ITS	259	214
ITS Daytime	178	178
1 Edinburgh	140	141
Repairs Direct	389	435
Repairs Planners	181	183
Social Care Direct Professional Adult	536	563
Social Care Direct Public Adult	624	646
SWF CC	747	584
SWF Crisis	1192	1375
Repairs - Tradesman	398	403
Repairs - Quality Care Officers	528	533
Special Waste Uplifts	351	325
Waste	254	310
Environment	268	282
Missed Collections	264	308
FM Helpdesk	220	262
PBS Building Gen Enq	174	178
PBS Planning Gen Enq	167	180
PBS Building Payments	177	225
PBS Road Permits	169	160
CELO	211	220
EELO	198	214
NELO	253	213
SELO	179	221
SWELO	198	202
WELO	256	215

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

Councillor Complaints Procedure

Item number	8.5
Report number	
Executive/routine	
Wards	
Council Commitments	

Executive Summary

At Council on 23 November 2017, a motion was approved with regard to the Council reviewing the procedures currently in place for dealing with potentially inappropriate behaviour by Councillors.

This report responds to this motion and makes recommendations as to the way forward.

Councillor Complaints Procedure

1. Recommendations

- 1.1 Committee is asked:
 - 1.1.1 To note the content of this report;
 - 1.1.2 To approve Option 2 as the way forward; and
 - 1.1.3 To approve the proposed submission to the Standards Commission consultation on behalf of the Council.

2. Background

- 2.1 At Council on 23 November 2017, a motion was approved with regard to the Council reviewing the procedures currently in place for dealing with potentially inappropriate behaviour by Councillors.
- 2.2 Following Council, an informal working group was set up on a cross-party basis to discuss possible approaches to this issue. This group met in December 2017 with the Chief Executive and Monitoring Officer and agreed on a proposed way forward as set out in this report.
- 2.3 In early January 2018, the Standards Commission also issued a circular seeking views on the potential for changes to the Councillors' Code of Conduct to deal with these matters. This report also proposes the Council's formal response to this consultation.

3. Main report

- 3.1 A motion was raised by Councillor Main and approved at Council in November 2017 on the following terms:
 - 3.1.1 "Council notes that there are formal procedures in place to allow staff and public to make complaints about inappropriate behaviour of councillors: the complaints procedures and the externally commissioned whistle-blowing service.

Council also notes that Councillors cannot complain about fellow councillors through the whistleblowing service and there is no formal Council procedure

for councillors who might wish to make a complaint about inappropriate behaviour of other Councillors.

Therefore asks that each political group to nominate one member to meet with the Chief Executive to ensure that the appropriate Council provision is made as soon as possible, in addition to the Standard Commission's provisions of the Councillors' Code of Conduct, and a report will be brought to the Corporate Policy and Strategy Committee within two cycles."

- 3.2 In a letter dated 24 November 2017, Kevin Stewart MSP wrote to the President of COSLA to encourage the eradication of harassment and inappropriate behaviour. In particular, he highlighted that he would be looking at whether the Councillors' Code of Conduct required to be updated in this regard.
- 3.3 It is generally recognised that matters relating to Councillor behaviour are currently the domain of the Commissioner for Ethical Standards in Public Life Scotland and the Standards Commission. They are the parties with the appropriate powers to investigate and sanction as appropriate. However, it is recognised that the processes operated by these bodies are both necessarily formal and usually lengthy.
- 3.4 The Police may also have a role in relation to some more serious behaviour.
- 3.5 At present the Chief Executive or Monitoring Officer deal with any such matters referred to them informally through engagement with the relevant Councillors and political groups as required.

Options

- 3.6 As the motion suggests, the Council should consider the potential options open to it in this regard. It appears that there are two broad options available to the Council, both of which have advantages and disadvantages, as follows:
- 3.7 Option 1 would be to introduce a formal Council process to deal with any such allegations. This would demonstrate the Council's willingness to address these issues and could provide a more streamlined process to deal with matters more quickly than through the Standards Commission. This would require all members to sign up to any new process and agree to abide by it. However, it is considered that this would be unlikely to be enforceable, as neither the Chief Executive or Monitoring Officer have effective powers to investigate or sanction Councillors. It also gives rise to the possibility for conflict with possible Commissioner or Police investigations as well as opening up the potential for misuse.
- 3.8 Option 2 is to maintain the status quo at present but to support any wider changes proposed to the Councillors' Code of Conduct to strengthen the current position regarding harassment and inappropriate behaviour. This option recognises the current Member/Officer protocol as well as the intrinsic lack of powers. It also acknowledges that this matter is of national importance and will therefore require a

more national solution. Pending such wider changes, the informal process operated by the Chief Executive and/or the Monitoring Officer will remain in place.

Conclusion

- 3.9 Having undertaken an initial assessment, whilst some form of quasi-formal arrangement could be put into place through Option 1, it has many of the drawbacks noted above. Option 2 is therefore recommended as the way forward. In summary:
- 3.9.1 Any behaviour which would potentially be criminal, be it by a Councillor or employee, would be referred to the Police as presently happens.
 - 3.9.2 Any possible breach of the Code would, on referral, need to be investigated by Commission for Ethical Standards in Public Life Scotland and the Standards Commission as usual.
 - 3.9.3 More minor behavioural matters will continue to be dealt with by the Chief Executive and/or the Monitoring Officer on an informal basis with the relevant Councillor and Group Leaders as appropriate.
 - 3.9.4 The whistleblowing hotline remains operational and can be used by anyone, including on an anonymous basis. With regard to investigating Councillors through this route, given the lack of formal investigatory powers of Council officers in this regard, the referring party would likely be advised to speak directly to the Standards Commission or to the Police.
 - 3.9.5 It is further proposed that to ensure gender representation remains appropriate, the current Head of HR work with the Chief Executive and Monitoring Officer to address any issues which are raised in relation to Councillors. Individuals will be able to approach the Head of HR direct should they wish to do so.

Consultation

- 3.10 With regard to the consultation response sought by the Standards Commission, the Council proposes a response as follows

“The Council welcomes consideration being given to amending the Councillors’ Code of Conduct to deal more robustly with the issue of harassment and bullying. The Council recommends that a specific reference is made in Section 3 General Conduct of the Councillors’ Code of Conduct, setting out clear examples of what would be a breach of the Code in this regard. Consideration should also be given to whether the process for investigating these matters needs to be amended. For example, consideration should be given to how the investigation process by the Commissioner for Ethical Standards in Public Life in Scotland could be undertaken in an expeditious manner to avoid excessive delays that affect all parties involved in such complaints.”

Training

- 3.11 It has been suggested by the working group that, as part of a wider awareness and education piece, elected members be offered training in both team dynamics (ie individual preferences in how people perceive the world around them and coming to decisions (eg Myers Briggs) and mediation. The Heads of HR and Strategy and Insight are looking into the potential options and will provide appropriate training to elected members over the coming months.

4. Measures of success

- 4.1 An increased awareness and willingness of people to report any instances of inappropriate behaviour, coupled with a reduction in, and eventual elimination of, such behaviour.

5. Financial impact

- 5.1 Any training will be provided internally where possible or contained within existing budgets.

6. Risk, policy, compliance and governance impact

- 6.1 Improved transparency and a reduction in risk of harassment and inappropriate behaviour.

7. Equalities impact

- 7.1 Implementation of this report will assist with promoting and improving equalities.

8. Sustainability impact

- 8.1 There are no sustainability impacts arising from this report.

9. Consultation and engagement

- 9.1 Consultation with all political groups and proposed with the Standards Commission.

10. Background reading/external references

- 10.1 None

Andrew Kerr

Chief Executive

Contact: Nick Smith, Head of Legal and Risk and Monitoring Officer

E-mail: nick.smith@edinburgh.gov.uk | Tel: 0131 529 4377

11. Appendices

None

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

Scottish Government Consultation – Review of Gender Recognition Act 2014

Item number 8.6

Report number

Executive/routine

Wards

Executive Summary

This report is in response to the Scottish Government consultation on the Review of Gender Recognition Act 2004. The Gender Recognition Act 2004 allows transgender people to apply to the Gender Recognition Panel to obtain legal recognition of their acquired gender.

The Scottish Government believes the 2004 Act needs to be reformed and simplified. The 2004 Act extends across the United Kingdom. Gender recognition is a devolved matter and is an area within the competence of the Scottish Parliament.

This consultation proposes that the minimum age for applying for legal gender recognition should be reduced from 18 years old to 16 years old. It discusses what arrangements should be put in place in relation to applications by, or on behalf of, those aged under 16 years.

It seeks views on what recognition should be given to non-binary people, who do not identify as either male or female. The proposed reforms include removing requirements for applicants to provide medical evidence and to have lived in their required gender for two years before applying i.e. adopt a self-declaration system for legal gender recognition.

Scottish Government Consultation – Review of Gender Recognition Act 2014

1. Recommendations

- 1.1 The Committee is asked to note the closing date for submitting a response to the Review of Gender Recognition Act 2014 consultation is 1 March 2018.
- 1.2 To review the content of the Appendix, which sets out the Councils response to the consultation and make any subsequent changes.

2. Background

- 2.1 Consultation is an essential part of the policy-making process. The views expressed in response to this consultation along with other available evidence will be used to help inform the Scottish Government's decisions.
- 2.2 The consultation runs from the 9 November to the 1 March. The final deadline for responses is **5pm on the 1 March 2018**.
- 2.3 The Council's equality, diversity, and rights Framework sets out the Council's ambitions to advance equality, promote diversity and enhance rights. It is also a response to the legal requirements of the 'Public Sector Equality Duty', described within the Equality Act 2010, the accompanying Specific Duties (Scotland) Regulations 2012, and various human rights obligations.
- 2.4 The Framework also contains commitments to enable the Council to deliver equal pay, tackle unlawful discrimination, harassment, and victimisation, and promote a culture of equality, diversity, and rights amongst its employees.

3. Main report

- 3.1 The Council's response to the consultation is attached at Appendix 1.
- 3.2 The Council has prepared a response developed from engagement with staff and organisations with expertise in this area including LGBT Youth Scotland, Stonewall and Scottish Trans Alliance. The response is also informed by the views of the Scottish Council Equality Network.

4. Measures of success

- 4.1 No measures of success are reported in responding to this Scottish Government Consultation.

5. Financial impact

- 5.1 There are no additional financial implications arising as a result of this report. The activity required to respond to the consultation is met from existing Council budgets.

6. Risk, policy, compliance, and governance impact

- 6.1 The Council's Equality, Diversity and Rights Project Team manages all risk, policy and governance matters. In addition, the Council's Head of Strategy and Insight reports to the Council's Corporate Leadership Team on such matters. The Edinburgh Partnership Board Member for Equality and Rights also reports on such matters to the Edinburgh Partnership Board. The responses to the consultation are aligned (not in conflict) to the outcomes and actions of the Councils Equality and Rights Framework

7. Equalities impact

- 7.1 This consultation response aims to directly improve outcomes for transgender and non-binary people, which could help to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

8. Sustainability impact

- 8.1 This report has been prepared in response to a consultation by the Scottish Government and so there is no direct sustainability impact arising from this. However, the proposed change, if enacted, would support sustainability through its action to improve social justice, and economic wellbeing.

9. Consultation and engagement

- 9.1 The response to the consultation has been developed based on engagement with Heads of Council Services and the Council's Equality, Diversity and Rights Project Team (which includes representation from the Edinburgh Equality and Rights Network). Engagement has also extended to members of a wider network including the Scottish Council Equality Network, and organisations who work with transgender people, namely LGBT Youth Scotland, Stonewall and Scottish Trans Alliance.

10. Background reading/external references

- 10.1 [A Framework to Advance Equality and Rights 2012/17](#) – A Report to Policy and Strategy Committee – 12 June 2012
- 10.2 [Progress Report – A Framework to Advance Equality and Rights 2012/17](#) – A report to Communities and Neighbourhoods Committee – 28 March 2017

10.3 [Edinburgh Equalities and Rights Framework 2017 to 2021](#)

10.4 [Scottish Government Review of Gender Recognition Act 2004 Consultation](#)

Andrew Kerr

Chief Executive

Contact: Laurence Rockey, Head of Strategy and Insight

E-mail: Laurence.rockey@edinburgh.gov.uk | Tel: 0131 469 3493

11. Appendices

Appendix 1 – Response to Review of Gender Recognition Act 2004 Consultation

Appendix One: Review of the Gender Recognition Act 2004

No	Question	Response and reasons
1 (Paragraphs 3.01 - 3.29)	<p>The initial view of Scottish Government is that applicants for legal gender recognition should no longer need to produce medical evidence or evidence that they have lived in their acquired gender for a defined period. The Scottish Government proposes to bring forward legislation to introduce a self-declaration system for legal gender recognition instead. Do you agree or disagree with this proposal?</p> <p>Agree/Disagree/Don't Know. If you want, you can give reasons for your answer or add comments</p>	<p>Agree</p> <p>This proposal would bring Scotland in line with international best practice. The current evidence requirements limit trans people's right to privacy, and further stigmatise trans identities.</p> <p>The current system of requiring medical evidence rather than simply the testimony of the individual suggests that trans people themselves are not the best placed to make decisions about their gender and lives.</p> <p>We already include and work with trans people on the basis of their self-declared gender identity, and so welcome gender recognition law being brought in line with this practice.</p>
2 (Paragraphs 3.30 – 3.34)	<p>Should applicants to the proposed gender recognition system in Scotland have to provide a statutory declaration confirming they know what they are doing and intend to live in their acquired gender until death?</p> <p>Yes/ No/Don't know If you want, you can give reasons for your answer or make comments.</p>	<p>Yes</p> <p>Requiring that a person provide a statutory declaration will mean people don't make an application without thinking through the consequences of their decision, and will ensure that it would be a criminal offence to deliberately make a false application.</p>
3 (Paragraphs 3.35 – 3.39)	<p>Question 3 (Paragraphs 3.35 – 3.39)</p> <p>Should there be a limit on the number of times a person can get legal gender recognition?</p> <p>Yes/ No/Don't know If you want, you can give reasons for your answer or make comments.</p>	<p>No</p> <p>It is already the case that changing your legal gender is not an irreversible decision, and this should continue. Similarly to a marriage, although you would make the application with the intent of the decision being permanent, the law would allow for the possibility that circumstances change. If somebody's decision did change, they should be able to apply in the same way again to have their legal gender changed again.</p>
4 (Paragraphs 3.40 – 3.47)	<p>If the Scottish Government takes forward legislation to adopt a self declaration system for legal gender recognition, should this arrangement be open:</p> <p>(A) only to people whose birth or adoption was registered in Scotland, or who are resident in Scotland? Or (B) to everyone? Or (C) Don't know</p> <p>If you want, you can give reasons for your answer or make comments.</p>	<p>B</p> <p>This would mean that asylum seekers would be able to access the legal gender recognition process.</p>

<p>5 (Paragraphs 4.04 - 4.07)</p>	<p>(This question relates to the reduction of the minimum age of applicants for legal gender recognition to those aged 16 and over from the current age of 18) The Scottish Government proposes that people aged 16 and 17 should be able to apply and obtain legal recognition of their acquired gender. Do you agree or disagree? Agree/Disagree/Don't know If you want, you can give reasons for your answer or add comments.</p>	<p>Agree As a Local Authority we are seeing younger and younger people declaring they wish to transition. Consideration to allowing younger people to self declare should also be given.</p> <p>By lowering the age to 16 we empower these young people into taking control and make decisions without the need for parental consent. This age is particularly relevant as it allows exam certificates to be issued in the correct name reducing anguish and preventing the administration burden of having them reissued later.</p>
<p>6 (Paragraphs 4.08 – 4.41)</p>	<p>Which of the identified options for children under 16 do you most favour? (Please select only one answer). Option 1 – do nothing for children under 16 Option 2 - court process Option 3 - parental application Option 4 – minimum age of 12 Option 5 – applications by capable children None of these options</p>	<p>Option 3 A small but increasing number of trans young people under 16 in Scotland are able to be open about their gender identity and live happy, healthy lives with the support of their parents, families and peers. At the moment, even those young people who have been living for many years as themselves, who are accepted by their families, and who go to school as the gender they identify, are unable to have their gender identity legally recognised. With their parent's consent they can already change their gender on their medical records and passport but under the current system the gender on their birth certificate remains unchanged. This means they are left in an unacceptable legal limbo for years with their birth certificate conflicting with their gender identity, their other identity documents and the reality of their daily life. This can cause trans children and young people as well as their families significant distress and is a barrier to having their rights fully realised. It is important to harmonise these rights by allowing changes to all legal documents with parental consent. However there still remains a vulnerable group of children who do not enjoy parental support for any change. Perhaps it would be considered appropriate for the named person or lead professional to provide consent if transition is seen to be in the best interests of the child and where parental consent is unobtainable due to family breakdown.</p>

7 (Paragraphs 5.01 – 5.08)	Should it be possible to apply for and obtain legal gender recognition without any need for spousal consent? Yes/ No/ Don't know If you want, you can give reasons for your answer or add comments.	Yes Currently in Scotland, there is no need for spousal consent for legal gender recognition, so it would be a serious backwards step to begin requiring it.
8 (Paragraphs 5.10 – 5.16)	Civil partnership is only available to same sex couples. This means that civil partners cannot remain in their civil partnership if one of them wishes to obtain a full Gender Recognition Certificate. Should they instead be allowed to remain in their civil partnership? This would mean that a woman and a man would be in the civil partnership. Yes/ No/ Don't know If you want, you can give reasons for your answer or add comments	Yes One of the calls of the Equal Marriage campaign was that civil partnerships should be opened up to everyone, not just to same sex couples. This could be an important first step in changing government policy around civil partnerships.
9 (Paragraphs 5.17 – 5.21)	Should legal gender recognition stop being a ground of divorce or dissolution? Yes/ No/ Don't know If you want, you can give reasons for your answer or add comments	Yes This would reduce the stigmatising of trans people. The current ground that the marriage or civil partnership has broken down irretrievably should be sufficient.
10 (Paragraphs 6.01 – 6.06)	Are any changes to section 22 (prohibition on disclosure of information) necessary? Yes/ No/ Don't know If you answered Yes, describe the changes you consider are needed.	No The existing exemptions seem sensible, and think that there is no need to add any others. Upholding trans people's privacy is one of the key principles of a legal gender recognition process, and therefore any additional exemption may undermine this.
11 (Paragraphs 6.23 – 6.31)	Should a person who has been recognised in their acquired gender under the law of another jurisdiction be automatically recognised in Scotland without having to make an application? Yes/ No/ Don't know If you want, you can give reasons for your answer or add comments	Yes As we hope that Scotland will move to a process of legal gender recognition that reflects international best practice, there would be no reason to not automatically accept legal gender recognition from other countries.
12 (Paragraphs 7.01. – 7.06.)	Should Scotland take action to recognise non-binary people? Yes/ No/ Don't know If you answered No, and if you want, you can give reasons for your answer	Yes
13 (Paragraphs 7.08. – 7.41.)	If you answered Yes to Question 12, which of the identified options to give recognition to non-binary people do you support? (You can select more than one option). Option 1: Changes to administrative forms Option 2: Book of Non-binary Identity	1,3,4,6 Non-binary people should have access to the same legal gender recognition process as trans men and trans women. For all of the reasons that the Scottish Government accepts and recognises that trans men and women should be able to have their gender legally recognised, it should

	<p>Option 3: Limited document changes Option 4: Full recognition using proposed self-declaration system Option 5: Incremental approach Option 6: Amendment of the Equality Act 2010 None of the above options If you want, you can give reasons for your answer, add comments or, if you think none of Options 1 to 5 is suitable, describe your preferred option.</p>	<p>follow that if they consider non-binary people's identities to be as legitimate and valid, that they should also have access to an equal legal gender recognition process. Scottish Government should also give consideration of lead in time for organisations to make changes to data systems that will allow this recognition to be made.</p>
14	<p>At paragraph 7.26. and in Annex J we have identified the consequential legal impacts if non-binary people could obtain legal gender recognition using the proposed self-declaration system. Are you aware of other impacts we have not identified? Yes/No/Don't know If you answered Yes, describe the impacts you have identified.</p>	No
15 (Paragraphs 8.01. – 8.06.)	<p>Do you have any comments about, or evidence relevant to: (a) the partial Business and Regulatory Impact Assessment; (b) the partial Equality Impact Assessment; (c) partial Child Rights and Wellbeing Impact Assessment; or (d) the partial Privacy Impact Assessment? Yes / No If you answered Yes, add your comments or evidence.</p>	No
16.	<p>Do you have any further comments about the review of the Gender Recognition Act 2004? Yes / No If you answered Yes, add your comments.</p>	<p>Society is becoming more inclusive of Trans people and these legal changes reflect this. It is clear that consistency of approach towards all people no matter who they are is important. This is reflected in the consideration of non-binary people in the proposals. However societal acceptance of non-binary and gender fluid people is not as high. Any changes in legislation should be accompanied by additional support for the Trans community and their families as they come forward accompanied by a national awareness raising programme for the whole of society to improve understanding of trans and non-binary identities more widely. This would help support statutory agencies in the implementation of the proposed changes.</p>

Corporate Policy and Strategy Committee

10.00am, Tuesday, 27 February 2018

2018/19 Annual Police Plan: Response to Consultation

Item number	8.7
Report number	
Executive/routine	
Wards	

Executive Summary

This report includes the Council's response to the countrywide consultation commissioned by Police Scotland on the 2018/19 Annual Police Plan. The Plan sets out Police Scotland's priorities for policing and explains how these will be delivered over the forthcoming year. The Annual Police Plan offers a significant opportunity to improve how we serve the public and our communities.

A coordinated response has been compiled based on feedback from service areas and alignment with the Council's outcomes and priorities as set out in the Council Business Plan 2016-20.

As the deadline for submission of the Council's feedback fell before this meeting, the Convener and Vice-Convener were consulted on the intended response, using the urgency provisions within Standing Orders. The response was subsequently submitted, and the committee is asked to note the action taken.

1. Recommendations

- 1.1 The Committee is asked to note the response by Council officers to the consultation on the 2018/19 Annual Police Plan.

2. Background

- 2.1 The 2018/19 Annual Police Plan sets out Police Scotland's priorities for policing and explains how these will be delivered over the forthcoming year. The Annual Police Plan offers a significant opportunity to improve how we serve the public and our communities.
- 2.2 The Police & Fire Reform (Scotland) Act 2012 requires Police Scotland to produce an annual plan outlining the arrangements for the policing of Scotland. This plan is laid before the Scottish Parliament prior to the 1st April each year, and is also published online for the public to view.
- 2.3 Police Scotland have commissioned an online survey of citizens and organisations to provide feedback on their operational priorities to inform the development of the 2018/19 Annual Police Plan.

3. Main report

- 3.1 The priorities of the 2018/19 Annual Police Plan included in the consultation are:
 - 3.1.1 Violence, disorder and antisocial behaviour
 - 3.1.2 Serious organised crime
 - 3.1.3 Counter terrorism and domestic extremism
 - 3.1.4 Protecting people at risk of harm
 - 3.1.5 Road safety and road crime
 - 3.1.6 Acquisitive crime
- 3.2 The consultation questions relate to each priority and planned activities, explaining how these will be delivered.
- 3.3 The coordinated response to the consultation on behalf of the City of Edinburgh Council, as prepared by officers is included at Appendix 1 of this report. This response takes account of the actions being taken by services, and the Council's strategic priorities and outcomes.

4. Measures of success

- 4.1 A coordinated and comprehensive response that takes account of relevant Council services, priorities and outcomes.

5. Financial impact

- 5.1 None to report.

6. Risk, policy, compliance, and governance impact

- 6.1 None to report.

7. Equalities impact

- 7.1 The work reflected in this report aims to directly improve outcomes for groups with protected characteristics, which will help to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

8. Sustainability impact

- 8.1 None to report.

9. Consultation and engagement

- 9.1 The response to the consultation has been developed based on engagement with all Council service areas led by the Council's Strategy and Insight Service.

10. Background reading/external references

<http://www.scotland.police.uk/about-us/decision-making/public-consultation/local-policing-consultation/>

Andrew Kerr

Chief Executive

Contact: Laurence Rockey, Head of Strategy and Insight

E-mail: Laurence.rockey@edinburgh.gov.uk | Tel: 0131 469 3493

Corporate Policy and Strategy Committee– 27 February 2018

Appendix 1

Overview

The 2018/19 Annual Police Plan will set out our priorities for policing and explain how we will deliver them over the forthcoming year. The Annual Police Plan offers a significant opportunity to improve how we serve the public and our communities.

The Police & Fire Reform (Scotland) Act 2012 requires Police Scotland to produce an annual plan outlining the arrangements for the policing of Scotland. This plan is laid before the Scottish Parliament prior to the 1st April each year, and is also published online for the public to view.

Our operational priorities are shaped by listening to what the public and communities have to tell us via our 'Your View Counts' survey*, as well as our own analysis of the risks and emerging threats likely to impact on Scotland's communities.

We are keen to engage with the public and partners as we develop the 2018/19 Annual Police Plan, therefore the following survey has seven questions regarding our planned activities for the 2018/19 period. This includes extracts taken from the draft plan and we are keen to capture your feedback to help us develop the final version.

Thank you for your time in completing this survey.

*For more information on Your View Counts, please visit:
<http://www.scotland.police.uk/about-us/decision-making/public-consultation/local-policing-consultation/>

Introduction

Our priorities are influenced by several factors including; our engagement with the public and communities of Scotland; the Scottish Government's Strategic Police Priorities; and our long-term strategy 'Policing 2026 – Serving a changing Scotland' (developed in collaboration with the Scottish Police Authority).

We continually listen to what the public have to tell us, via our 'Your View Counts' survey, and we use this feedback, along with our own analysis of the risks and emerging threats likely to impact on Scotland's communities, to establish our priorities.

Our priorities for 2018/19 are:

- **Violence, disorder and antisocial behaviour**
- **Serious organised crime**
- **Counter terrorism and domestic extremism**
- **Protecting people at risk of harm**
- **Road safety and road crime**
- **Acquisitive crime**

The following questions relate to each priority in turn and provide a brief outline of our planned activities, explaining how we will deliver on each priority.

Violence, Disorder and Antisocial Behaviour

The impact of violent crime, disorder and antisocial behaviour has consequences that extend beyond victims; affecting families, communities and society as a whole.

We remain committed to maintaining a prevention, partnership and intelligence-led approach to reducing violent crime, disorder and antisocial behaviour. We will continue to utilise a range of tools to identify emerging trends and the geographical areas where issues are most prevalent.

In 2018/19 we will:

- Provide officers and staff with the knowledge and skills to enable them to target and **prevent violence, disorder and antisocial behaviour**.
- Utilise National Intelligence Model (NIM) methodology to monitor and address **emerging threats**.
- Share information and develop **joint problem solving** initiatives with partners.

Q1. The approach to dealing with the threat of 'violence, disorder and antisocial behaviour' meets my expectation:

Please circle your preferred response:

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

If you would like to provide further comment, please do so here:

These priorities and actions appear to link closely with the City of Edinburgh's overall Aims for Edinburgh to be (more information [here](#)): a vibrant city; a city

of opportunity; and a resilient city. And for our organisation to be a forward looking Council and an empowering Council. The specific outcomes we have set that closest align with the priorities set out above are:

1. Communities are safe, strong and able to cope with change
2. We provide services that are focused on prevention and early intervention
3. A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues
4. We work with our partners and communities to deliver services locally
5. Citizens lead healthy and active lives with improved wellbeing
6. Our places and localities make Edinburgh a great and unique place to visit and study
7. All children and young people have the best start in life and are able to reach their full potential
8. Citizens are socially connected and able to participate and develop throughout their lifetime

Many of the outlined actions are already embedded in our collaborative approach to tackling areas noted in this priority. We therefore welcome the commitment to an ongoing cohesive and consistent approach delivered through the Partnership Agreement between the City of Edinburgh Council and Police Scotland.

This agreement involves £2.6M extra funding for dedicated community policing in the city, which we would expect will make a significant difference to anti-social behaviour related issues as monitored through the Edinburgh Division performance reporting. The combination of our teams in Safer and Stronger Communities and our funding for 50 Community Police Officers (as well as our continued funding of the Night Noise Team in the Council) should be making major improvements to ASB, crime and the fear of crime.

Unfortunately, crimes per 10,000 of population in Edinburgh Division is the highest in Scotland and well above the Scottish average and overall confidence and satisfaction in service delivery in Edinburgh is declining. These performance figures for Edinburgh do not currently meet with our expectations of Police Scotland or of the outcomes being achieved by our additional resourcing. We look forward to working with Police Scotland to ensure that this improves.

In particular, challenges still remain in maintaining a focus on prevention and early intervention when there are daily competing demands which for example, determine when officers are abstracted from community policing duties.

With figures showing an increase in ASB complaints, it is hoped that the establishment of the newly formed multi-disciplinary Family and Household Support Teams in each locality, working closely with Police Scotland under the agreement, will ensure a priority for prevention and early intervention work in order to begin to see a positive reduction in complaints.

Serious Organised Crime

Serious organised crime has the potential to affect every community in Scotland. Our assessment indicates a threat linked to ongoing feuds, violence and firearms incidents between serious organised crime groups (SOCGs).

We will work in partnership to prevent harm caused to individuals, communities and businesses by serious organised crime.

In 2018/19 we will:

- Prevent **cybercrime** by working with partners to support the implementation of Scotland's Cyber Resilience Strategy, and disrupt those involved in cyber enabled and cyber dependent criminality.
- Disrupt and prevent **serious organised crime groups** activity.
- Develop an overarching Police Scotland **Drug and NPS** (New Psychoactive Substances) Prevention approach.
- Prevent **fraud** and protect those most at risk from current and emerging organised fraud threats.

Q2. The approach to dealing with the threat from 'serious organised crime' meets my expectation:

Please circle your preferred response:

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

If you would like to provide further comment, please do so here:

The specific outcomes we have set that closest align with the priorities set out above are:

1. Communities are safe, strong and able to cope with change
2. Citizens lead healthy and active lives with improved wellbeing
3. Everyone, regardless of wealth and background can fulfil their potential and benefit from the city's success
4. Edinburgh is a low carbon, connected city with transport and infrastructure that is fit for the future

5. We provide services that are focused on prevention and early intervention
6. We plan our services to ensure we can continue to meet the needs of citizens and communities into the future
7. Our organisation is flexible and adaptable and embraces change
8. We work with our partners and communities to deliver services locally

Most of the proposed actions make up much of our existing collaborative approach to tackling serious and organised crime and we therefore welcome the consistency in approach.

We welcome the commitment to the prevention of Cyber Crime. We look to further develop our understanding of the full extent of this type of crime, and the issues surrounding it so that we can begin to work with Police Scotland in supporting the implementation of Scotland's Cyber Resilience Strategy.

Counter terrorism and domestic extremism

Terrorist attacks and disruptions across the UK, Europe and beyond continue to persist and the threat from extremist terrorist attacks in the UK remains high. The threat level was raised to 'CRITICAL' twice during 2017/18.

Tackling terrorism and domestic extremism is a national priority for Police Scotland and we will work with our partners to protect our communities by reducing and mitigating the threat and harm it causes.

In 2018/19 we will:

- **PURSUE** – *to stop terrorist attacks*
- **PREVENT** – *to stop people becoming terrorists or supporting terrorism*
- **PROTECT** – *to strengthen our protection against a terrorist attack*
- **PREPARE** – *to mitigate the impact of a terrorist attack*

Q3. The approach to dealing with the threat from 'terrorism and domestic extremism' meets my expectation:

Please circle your preferred response:

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

If you would like to provide further comment, please do so here:
The specific outcomes we have set that closest align with the priorities set out above are:

1. Communities are safe, strong and able to cope with change
2. Our organisation is flexible and adaptable and embraces change
3. We provide services that are focused on prevention and early intervention
4. We work with our partners and communities to deliver services locally
5. We are an open, honest, inclusive and transparent organisation

The approach to dealing with counter terrorism and domestic extremism meets our expectations and we will fully support the commitments to tackle these issues through our various partnership arrangements.

In particular we would welcome a continued joint approach to the deployment of the National Barrier Asset and our additional local Prevention Methods.

We would further wish to work in partnership to ensure the safe delivery of year round festivals and events in the city is fully embraced by Police Scotland.

Protecting people at risk of harm

The demand on police services is growing and is increasingly focused towards addressing vulnerability and the consequences of inequalities. Quantifying this is challenging, particularly when issues are under reported and less visible. Protecting people at risk of harm involves significant risk from very harmful types of crimes, the impact of which extends beyond victims and cannot be underestimated.

This is a national priority for Police Scotland and we will work with partners to protect people and prevent all forms of abuse, neglect and exploitation.

In 2018/19 we will:

- Reduce the harm caused by the **abuse and neglect of children**.
- Reduce the harm caused by **sexual crime**.
- Reduce the harm caused by abuse of **adults at risk of harm**.
- Reduce the harm caused by **human trafficking and exploitation**.
- Reduce the harm caused by **domestic abuse**.
- **Manage offenders** who pose a risk of serious harm.
- Focus on prevention and early intervention to improve the **safety and wellbeing** of individuals in public, private and virtual space.

Q4. The approach to dealing with the threat relating to 'protecting people at risk of harm' meets my expectation:

Please circle your preferred response:

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

If you would like to provide further comment, please do so here:

The specific outcomes we have set that closest align with the priorities set out above are:

1. All children and young people have the best start in life and are able to reach their full potential
2. Citizens lead healthy and active lives with improved wellbeing
3. Everyone, regardless of wealth and background, can fulfil their potential and benefit from the city's success
4. Citizens are socially connected and able to participate and develop throughout their lifetime
5. Everyone has access to suitable housing, facilities and amenities
6. We provide services that are focused on prevention and early intervention
7. We work with our partners and communities to deliver services locally

Strongly agree with all the public protection aspirations outlined in this section, including the management of offenders. This sits well with long established partnership arrangements in Edinburgh, overseen by our multi-agency public protection committees and the Multi Agency Public Protection Arrangements (MAPPA). Police Scotland is a full partner in the Edinburgh Chief Officers Group and the Edinburgh Lothians and Scottish Borders Strategic Oversight Group.

Road safety and road crime

Serious collisions on our roads have a significant impact on Scotland's communities, both in terms of fatalities and personal injury, as well as the disruption caused by road closures. In addition, much criminal activity involves use of the road network and the illegal use of vehicles.

Keeping people safe on our roads and tackling road crime is a national priority for Police Scotland and we are committed to promoting road safety, improving driver behaviour and enforcing road traffic legislation in support of the Scottish Government Road Safety Framework to 2020.

In 2018/19 we will:

- Modify driver behaviour and **reduce injury** on Scotland's roads through engagement and proportionate enforcement of legislation.
- Detect and deter all types of **criminality on our roads** through efficient use of intelligence and analytical products.

- Develop and deliver a national road safety and road crime **calendar of activity**, which will be aligned to 'priority focus areas', as identified during the mid-term review of the Scottish Government's Road Safety Framework to 2020.

Q5. The approach to dealing with the threat of 'injury on our roads and road crime' meets my expectation:

Please circle your preferred response:

Strongly Agree / Agree / **Neutral** / Disagree / Strongly Disagree

If you would like to provide further comment, please do so here:

The specific outcomes we have set that closest align with the priorities set out above are:

1. Edinburgh is a low carbon, connected city with transport and infrastructure that is fit for the future
 2. Our built and natural environment is protected and enhanced
 3. Citizens lead healthy and active lives with improved wellbeing
 4. Communities are safe, strong and able to cope with change
 5. We provide services that are focused on prevention and early intervention
 6. We plan our services to ensure we can continue to meet the needs of citizens and communities into the future
 7. We work with our partners and communities to deliver services locally
- We welcome the continuing focus on road safety and road crime.

However it is felt that there has been no real Police focus on enforcing the 20mph scheme even though we have a seen a reduction in injuries on the road and a rise in support from communities for the initiative.

We therefore hope that there will be a stronger commitment to support the "20 is plenty" scheme going forward under this priority.

We would also welcome a review of Police Scotland's "No Pursuit" policy in regard to the use of the recently purchased off road motorbikes for the use of crime prevention and community reassurance measures.

Without the ability to pursue those causing motorcycle crime, communities will continue to suffer the effects of this particular crime possibly resulting in ongoing fear and concerns for the safety of those worst affected.

Acquisitive Crime

Acquisitive crime is when the offender derives material gain from the crime, such as theft, fraud and robbery. It is a high volume crime group accounting for just under half of all recorded crimes in Scotland.

Instances of doorstep crime and fraud, particularly online fraud, are continuing to increase. These types of crimes can have a significant impact on victims, communities and the wider economy.

Tackling **acquisitive crime** is a national priority for Police Scotland and we will work with our partners to address the concerns of communities.

In 2018/19 we will:

- **Prevent acquisitive crime** and reduce the harm it causes.
- Develop our nationwide approach to prevent **doorstep crime** and the harm it causes.
- Work with partners to tackle **online fraud** and protect individuals and businesses from this threat.

Q6. The approach to dealing with the threat of 'acquisitive crime' meets my expectation:

Please circle your preferred response:

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

If you would like to provide further comment, please do so here:

The specific outcomes we have set that closest align with the priorities set out above are:

1. Communities are safe, strong and able to cope with change
2. We provide services that are focused on prevention and early intervention
3. We plan our services to ensure we can continue to meet the needs of citizens and communities into the future
4. We work with our partners and communities to deliver services locally
5. Citizens are socially connected and able to participate and develop throughout their lifetime.

We agree with the aspirations under this priority and look to support the work of Police Scotland in this area through the Edinburgh Community Safety Partnership.

Q7. Are there any other national priorities that you'd expect to see included in Police Scotland's Annual Police Plan?

Please circle your preferred response:

YES NO

Please provide further information:

Demographics

Are you responding as an individual or an organisation?

Please circle your preferred response:

Individual Organisation

If as an organisation, please provide the organisation's name:

City of Edinburgh Council

What is your geographical location?

Please circle your response:

Aberdeen City

Aberdeenshire and Moray

Argyll and Dunbartonshire

Ayrshire

Dumfries and Galloway

Edinburgh

Fife

Forth Valley

Greater Glasgow

Highlands and Islands

Lanarkshire

Renfrewshire and Inverclyde

Tayside

The Lothians and Scottish Borders

Violence, disorder and antisocial behaviour

We remain committed to maintaining a prevention, partnership and intelligence-led approach to reducing [violent crime, disorder and antisocial behaviour](#). We have developed a range of tools to identify emerging trends and the geographical areas where issues are most prevalent.

Your View Counts

Respondents to our public survey rated antisocial behaviour as the number one priority for local communities, and violence as the third highest national priority.

www.scotland.police.uk/yourviewcounts

Impact

The impact of violent crime, disorder and antisocial behaviour has consequences that extend beyond victims; affecting families, communities and society as a whole.

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Provide officers and staff with the knowledge and skills to enable them to target and prevent violence, disorder and antisocial behaviour .	<p>We will work with partners to develop and deliver a collaborative approach to preventing violence, disorder and antisocial behaviour.</p> <p>In order to reduce reoffending we will develop the Positive Lifestyles approach, including post-prison support. This will build upon the success of the Teambuilding and Leadership course run at Polmont Young Offenders Institute and HMP Grampian. This will aim to remove</p>	<p>We will establish a short-life working group, involving key partners, to review the effectiveness of the third party reporting centre network and identify improvement opportunities, including working towards implementing recommendations from the Independent Advisors Group on Hate Crime, Prejudice and Community Cohesion.</p> <p>This will include working with partners to raise awareness of</p>	<p>We will deliver awareness training relating to hate crime to all officers and staff.</p> <p>Additionally, training for Hate Crime Tactical Advisors will also be developed for delivery to local policing divisions.</p> <p>An internal national review of hate crime policy and procedures will seek to improve our recognition, recording and reporting of hate crimes.</p>

	<p>barriers between police and young offenders, resulting in a reduction in the severity and frequency of reoffending.</p> <p>We will positively engage with young people by delivering bespoke diversionary products designed to build trust and provide support and skills to help individuals become confident, effective contributors, successful learners and responsible citizens.</p>	<p>third party reporting and highlight the various ways that people can report, including anonymously.</p>	
<p>Utilise National Intelligence Model (NIM) methodology to monitor and address emerging threats.</p>	<p>Through use of National Intelligence Model (NIM) methodology, we will ensure that current and emerging threats are identified, understood and addressed.</p> <p>We will continue to enhance the role of our National Safer Communities Task Force and Violence Reduction Unit to ensure resources are deployed effectively and efficiently across Scotland in a collaborative and planned manner.</p>	<p>Police Scotland's Safer Communities will establish a 'community reassurance cell' in response to any significant events which impact on our communities. This will enable appropriate engagement and reassurance messages to be conveyed to key community contacts, groups and partners across Scotland to raise awareness of hate crime through various media channels.</p>	<p>We will develop an evidence-base to inform activities to prevent violent crime, including working with Manchester Metropolitan University to develop our analysis of 'big data', use of academic research through the Scottish Institute for Policing Research (SIPR) and use of the business intelligence toolkit. We will enhance the knowledge and skills of officers, staff and partners to prevent violence, disorder and antisocial behaviour.</p>

<p>Share information and develop joint problem solving initiatives with partners.</p>	<p>We will work with partners to develop joint problem-solving initiatives to prevent violent crime, reduce the fear of crime and increase public confidence. One aspect will be working in partnership with registered social landlords to develop an operating model to reduce violence and antisocial behaviour within communities.</p>	<p>We will continue to work with partners to deliver a national and local public awareness raising campaigns in 2018/19 to improve understanding of the nature and extent of hate crime.</p>	<p>We will work with Scottish Government and other partners to update guidance available to licensing boards and will be actively involved in evaluation of minimum unit pricing of alcohol. We will ensure officers and staff are fully informed of licensing legislation and tactical range of options by updating and refreshing the 'alcohol toolkit.'</p>
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Serious organised crime

Police Scotland will work in partnership to prevent harm caused to individuals, communities and businesses by **serious organised crime**.

Your View Counts

Respondents to our public consultation survey identified serious organised crime as the second highest national priority.

www.scotland.police.uk/yourviewcounts

Impact

Serious organised crime has the potential to affect every community in Scotland. Our assessment indicates a threat linked to ongoing feuds, violence and firearms incidents between serious organised crime groups (SOCGs).

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Prevent cybercrime by working with partners to support the implementation of Scotland's Cyber Resilience Strategy, and disrupt those involved in cyber enabled and cyber dependent criminality.	<p>We will prevent cybercrime by working in partnership to implement Scotland's Cyber Resilience Strategy and deliver Scotland's Serious and Organised Crime Strategy.</p> <p>Our cybercrime threat assessment will develop our understanding of cyber threats and inform our activity to tackle this evolving area of criminality. We will enhance national and international partnerships to disrupt those involved in cyber enabled criminality and increase access to people with the right skills to respond to</p>	<p>We will establish a 'cybercrime safety, prevention and resilience unit' to enhance cyber incident reporting mechanisms and improve support to communities, public, private and third sector partners.</p> <p>We will equip officers and staff with the skills to respond to emerging trends and provide cybercrime prevention advice and</p>	<p>We will deliver a structured training programme to equip officers and staff appropriately to recognise and respond to cyber threats. We will also continually update the information on our cyber intranet site; providing advice and current information regarding emerging threats and signposting officers and staff to further sources of national information / intelligence.</p> <p>The initial rollout of enhanced digital forensic infrastructure, including cyber kiosks, will support local</p>

	cyber threats.	supporting materials to communities.	investigations as officers will be able to promptly triage devices linked to cybercrime. The development of multi-agency cyber hubs across Scotland will enhance our capability to respond to emerging threats.
Disrupt and prevent SOCG activity.	<p>Our national firearms and explosive licensing (NFEL) team will continue to enhance the partnerships and prevention opportunities to support the lawful firearms network by enforcing licensing standards and preventing opportunities for exploitation by SOCGs.</p> <p>We will utilise new proceeds of crime legislation, including account freezing, unexplained wealth orders and disclosure orders (Criminal Finances Act 2017) to disrupt SOCG activities and seize their cash and assets. We will further support the delivery of key strategies aimed at tackling serious and organised crime, including; UK Government's Prevent Strategy; Scottish Government's National Action Plan on Internet Safety; and Police Scotland's Children and Young People 2016/20 – Our Approach.</p>	<p>Our team of 'web constables' are an effective conduit for engaging with local communities and will deliver appropriate preventative advice regarding SOCG activity, whilst sharing best practice nationally.</p> <p>We will also work with partners to develop targeted messages to firearms certificate holders and registered firearms dealers to raise awareness of the threats specific to use of firearms by SOCGs.</p> <p>We will support a UK-wide National Ballistic Intelligence Service led firearms surrender campaign to remove firearms from communities.</p>	<p>We will focus our intelligence gathering activity to support enforcement to disrupt and prevent SOCG activity.</p> <p>We will enhance our intelligence on the criminal use of firearms and utilise new legislation regarding the conversion of imitation firearms and raise the standards required when deactivating firearms to ensure they are put permanently beyond use.</p> <p>Our 'national firearms threat desk' will collate, assess, review and appropriately share information and intelligence with partners and through our local policing divisions.</p>

<p>Develop an overarching Police Scotland Drug and NPS Prevention approach.</p>	<p>We will develop a prevention approach, working with partners, including Scottish Government, to support the 'Road to Recovery' strategy; participate in the Partnership for Action on Drugs in Scotland (PADS); and develop a national drug 'problem profile'.</p> <p>We will focus intelligence gathering and enforcement activity to disrupt individuals and SOCGs who supply controlled drugs and New Psychoactive Substances (NPS) and reduce the violence synonymous with SOCG drug supply, as well as acquisitive crime committed to feed drug addiction.</p>	<p>To support our communities and reduce the harm caused, we will work with the Scottish Government Substance Misuse Team to identify emerging drug trends and risks and, through consultation, agree appropriate and proportionate responses.</p>	<p>We will work with partners to improve the collation and analysis of data from partner agencies regarding the harm caused by drug misuse and contribute to the development of new and more effective approaches to reduce this harm.</p> <p>We will monitor drugs related deaths to identify underlying trends and develop partnership approaches through PADS groups.</p>
<p>Prevent fraud and protect those most at risk from current and emerging organised fraud threats.</p>	<p>We will continue to support the Scottish Business Resilience Centre and implement a standardised national 'banking protocol' to assist vulnerable people at risk of being targeted by fraudsters.</p>	<p>In collaboration with partners, including the financial sector, we will deliver targeted prevention messages to raise awareness within communities of current and emerging threats, such as vishing, pension liberation fraud and advanced fee fraud.</p>	<p>We will expand the gathering of financial and business intelligence connected to financial crime committed by SOCGs. This will develop and deliver an enhanced disruption approach through innovative tactics with a focus on reducing SOCG's access to specialist assistance and quasi-legitimate businesses.</p>

Counter terrorism and domestic extremism

Tackling **terrorism and domestic extremism** is a national priority for Police Scotland and we will work with our partners to protect our communities by reducing and mitigating the threat and harm it causes.

Your View Counts

Respondents to our public consultation survey identified counter terrorism / national security as the top national priority.

www.scotland.police.uk/yourviewcounts

Impact

Terrorist attacks and disruptions across the UK, Europe and beyond continue to persist and the threat from extremist terrorist attacks in the UK remains high. The threat level was raised to 'CRITICAL' twice during 2017/18.

We will make effective use of intelligence and analysis to better understand all forms of terrorism and domestic extremism that pose a threat to Scottish communities and support delivery of the four key strands of the [CONTEST strategy](#). In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
PURSUE – <i>to stop terrorist attacks</i>	We are committed to pursuing and stopping those who aim to do our communities harm and we will work closely with a range of partners to deliver a multi-agency approach to tackling the threat from terrorism. This will include using a wider range of disruption and safeguarding tactics.	We will continue to work with the community to identify terrorist related activity and those who support it. We will maximise all opportunities to disrupt and detect these activities.	We will review our processes for capturing intelligence linked to potential terrorist activity with the aim of identifying best practice and adding value to the national and local response to terrorism.
PREVENT – <i>to stop people becoming terrorists or supporting terrorism</i>	We will use the PREVENT Case Management (PCM) and PREVENT Professional Concerns (PPC) processes to safeguard and support those most at risk of radicalisation . In partnership, we will	We will support national campaigns to deliver 'safeguarding messaging' to communities via a range of channels.	Support to local policing colleagues will be channeled through the Divisional CONTEST Governance structure and

	<p>tackle the influences of radicalisation and respond to the ideological challenge of terrorism.</p> <p>We will participate in key multi-agency meetings; including the UK Regional PREVENT Coordinators meeting, local Multi-Agency Prevent Case Management meeting, and Scottish Government's Prevent Sub-Group.</p>	<p>Our team of 'web constables' will also provide advice and information to our communities, including current and emerging threats, national sources of additional information and counter terrorism advice in relation to the use of social media.</p>	<p>the delivery of PREVENT strand awareness training.</p>
<p>PROTECT – to strengthen our protection against a terrorist attack</p>	<p>Counter Terrorism Security Advisors (CTSAs) will deliver a coordinated programme of protective security advice and support stakeholders, businesses, public and communities at key locations. This includes targeted patrols to protect key sites (critical national infrastructure; crowded places; and hazardous sites and sectors).</p>	<p>Our CTSAs will deliver nationally recognised security training, such as Project Griffin and Project Argus, alongside hostile reconnaissance reporting procedures, suspicious packages and mail handling security protocols. Our advice to businesses and communities will enhance security provision within Scotland.</p>	<p>We will work with our partners to increase awareness around cyber security and resilience, to counter the threat from cyber-related terrorist activity. We will also upskill CTSAs to deliver appropriate advice and training to communities and businesses on cyber-related matters.</p>
<p>PREPARE – to mitigate the impact of a terrorist attack</p>	<p>Develop, maintain and deploy specific capabilities to mitigate and respond to a terrorist attack.</p> <p>Review threat levels linked to safety at public events across Scotland and deliver the appropriate policing response.</p>	<p>We will work with partners and communities to plan, test and deliver local, regional and national exercises to ensure that Scotland is fully prepared to mitigate the impact from any terrorist incident.</p>	<p>We will establish Police Scotland as a centre for 'disruptive effects' training and additional training regarding the CT menu of tactical options will be delivered at all levels across the organisation.</p>

Protecting people at risk of harm

This is a national priority for Police Scotland and we will work with partners to **protect people** and prevent all forms of abuse, neglect and exploitation.

Your View Counts

Respondents to our public consultation survey identified child protection as one of the top five national priorities and domestic abuse and protecting vulnerable adults as local priorities.

www.scotland.police.uk/yourviewcounts

Impact

The demand on police services is growing and is increasingly focused towards addressing vulnerability and the consequences of inequalities. Quantifying this is challenging, particularly when issues are under reported and less visible. Protecting people at risk of harm involves significant risk from very harmful types of crimes, the impact of which extends beyond victims and cannot be underestimated.

Despite an increase in the reporting of rape and sexual crime; human trafficking; and abuse of a child or within a relationship, we know that abuse, neglect and exploitation, in whatever form it takes, remains under reported. We have a nationally coordinated and locally delivered policing response to those who are at most risk of harm and those who pose the greatest risk to our communities. In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Reduce the harm caused by the abuse and neglect of children.	<p>We will identify opportunities, with partners, for improvement when undertaking risk assessments and investigations into all forms of abuse, neglect and exploitation of children.</p> <p>We will work with partners to identify new ways to prevent sexual crime involving children and young people and support national strategies to</p>	<p>We will improve stakeholder and public confidence to report all forms of abuse whether physical, sexual or domestic, and explore opportunities to increase routes to receive feedback from victims, ensuring any learning is captured.</p>	<p>We will continue to develop our understanding of the scale and scope of the abuse of adults and children, sexual crime, human trafficking and exploitation in Scotland.</p> <p>We will implement a national process to record child inter-agency referral discussions</p>

	<p>prevent young people becoming victims of online abuse, mitigating the harm it causes.</p> <p>Working with Social Work Scotland, we will design national standards for quality assuring; supervising and appraising staff undertaking joint investigative interviews and improve national statutory guidance.</p>	<p>This will include the development and delivery of an auditable online portal to receive 'Duty to Notify' referrals from 'public bodies'.</p> <p>We will also work with our partners to increase use of self-referral services, availability of multi-agency sexual assault centres and increase access to support services at the point of need.</p> <p>We will develop guidance to support partners in protecting women and girls from female genital mutilation (FGM) and enable them to respond appropriately when working with survivors.</p>	<p>capturing decisions, risk factors and outcomes and work with partners to develop our understanding of threats.</p>
<p>Reduce the harm caused by sexual crime.</p>	<p>We will further improve our response to rape and sexual offences by working with partners who provide advocacy services and support to victims.</p> <p>New legislation and the use of preventative orders will inform our prevention approach to better understand the impact of interventions and shape future work, as outlined in the Equally Safe Action Plan. The next phase of our national 'We Can Stop it' campaign will support a grass roots shift in attitudes towards rape and sexual crime.</p>		<p>We will explore opportunities to capture feedback from victims of sexual crime in order to improve our services, including the forensic service provision for victims.</p> <p>In collaboration with the Crown Office and Rape Crisis Scotland, we will pilot the visual recording of victims' initial statement in investigations.</p>
<p>Reduce the harm caused by abuse of adults at risk of harm.</p>	<p>We will share relevant information with partners to protect and support adults at risk and support local authorities in the increased use of preventative measures such as banning orders.</p>		<p>In partnership with key stakeholders, we will develop a national multi-agency framework for adult protection Large Scale Inquiries (LSIs) establishing clear</p>

			protocols for agency responsibilities.
Reduce the harm caused by human trafficking and exploitation .	<p>We will raise awareness of the signs of human trafficking to identify victims and tackle offenders.</p> <p>We will utilise intelligence to pursue the assets of human traffickers' through proceeds of crime powers.</p> <p>We will maximise the use of trafficking prevention and risk order legislation and develop an inter-agency referral discussion approach to reports of human trafficking.</p>	We will improve stakeholder and public confidence to report instances of human trafficking and exploitation and explore opportunities to increase routes to receive feedback from victims, ensuring any learning is captured.	<p>We will improve our knowledge of threats relating to human trafficking, introducing means to record risk factors to assist problem profiling and predictive analysis.</p> <p>We will support academic research into human trafficking in Scotland to develop our evidence base for future activity.</p>
Reduce the harm caused by domestic abuse .	<p>We will ensure that our officers and staff are proficient in dealing with domestic abuse, including stalking incidents, and use the full complement of new legislative powers available to them.</p> <p>We will support rehabilitative and behaviour change programmes for offenders and develop risk assessment tools to prevent reoffending.</p>	We will support victims of domestic abuse by working with partners to identify and fill gaps in service provision, e.g. expand the victim notification process to include notification to victims when perpetrators are released from police custody.	We will equip officers and staff with the knowledge and skills to effectively target those perpetrators who pose the greatest risk of harm, for example we will identify and implement suitable training prior to the introduction of the Domestic Abuse (Scotland) Act 2016. We will evaluate the impact of the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) on the reduction / prevention of domestic abuse.
Manage offenders	Police Scotland is one of the authorities	We will work with Multi-	Develop a framework for

<p>who pose a risk of serious harm.</p>	<p>responsible for the management of registered sex offenders and those posing a risk of serious harm. We will work with relevant partners to address future demand and progress joint-working practices.</p> <p>Following a pilot and external evaluation, we will implement the Police Risk Practice process and share learning with partners.</p> <p>We will continue to undertake intrusive reviews and a rolling programme of divisional audits to ensure best practice.</p>	<p>Agency Public Protection Arrangements (MAPPA) partners and Scottish Government to deliver consistent and efficient practices in relation to the assessment of housing and management of offenders.</p>	<p>identifying and sharing learning both internally and with external partners.</p> <p>We will also work with academic researchers to develop an evidence-base to inform prevention activities and reduce reoffending.</p>
<p>Focus on prevention and early intervention to improve the safety and wellbeing of individuals in public, private and virtual space.</p>	<p>We will develop a coordinated approach to training officers, including training on Data Protection Reform, to improve the impact and consistency of our policing services.</p> <p>In support of the Scottish Government's Mental Health and Suicide Prevention strategies, we will work with partners to develop Distress Brief Intervention referrals to support individuals who present in distress or crisis.</p>	<p>We will work effectively with partners and the public to tackle inequalities and deliver better outcomes for individuals and communities.</p>	<p>We will provide officers and staff with 'distress, mental health and vulnerability' training to better equip them to respond and support individuals and communities.</p>

Road safety and road crime

Keeping **people safe on our roads** and tackling **road crime** is a national priority for Police Scotland and we are committed to promoting road safety, improving driver behaviour and enforcing road traffic legislation in support of the Scottish Government Road Safety Framework to 2020. A reduction in road casualties and accidents is set against a rise in vehicle numbers and levels of traffic.¹ This increasing volume of road and transport network users, particularly these identified high risk groups, presents a variety of possible challenges for policing and road / transport safety.

Your View Counts

Respondents to our public consultation survey identified road safety (including speeding, dangerous and antisocial driving) as the second highest local priority.

www.scotland.police.uk/yourviewcounts

Impact

Serious collisions on our roads have a significant impact on Scotland's people and communities, both in terms of fatalities and personal injury, as well as the disruption caused by road closures. In addition, much criminal activity involves use of the road network and the illegal use of vehicles.

In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
Modify driver behaviour and reduce injury on Scotland's roads through engagement and proportionate enforcement of legislation.	We remain committed to reducing road casualties in collaboration with our partners and meeting the Scottish Government's 2020 road casualty reduction targets. The mid-term review of the Scottish Government Road Safety Framework to 2020 identified the following priority areas for focused	During the coming year, we will develop and deliver on the Road Policing Divisional Tactical Plans . These are developed in conjunction with and approved by the Local Policing Commander in line with their locally identified priorities.	We have identified portfolio leads for all priority focus areas, leading to the development of new road safety schemes and sharing of good practice . We will continue to use the independently produced Road Safety Information Tracking Study on driver attitudes and behaviour

¹ Scottish Government (2017) 'Reported Road Casualties Scotland 2016'

	activity up to 2020; speed, motorcyclists, pre-drivers, young and older drivers and cyclists and pedestrians.		to provide an independent measure of the impact of our delivery and inform ongoing activity. http://www.roadsafetyscotland.com/research/road-safety-information-tracking-study-rits/
Detect and deter all types of criminality on our roads through efficient use of intelligence and analytical products.	We will continue to detect and deter all types of criminality on our roads, working with partner agencies to remove drugs and counterfeit goods, together with the disruption of organised crime groups from the road network.	We understand that antisocial use of vehicles is a problem that impacts on community wellbeing. Where communities highlight concerns regarding driver behaviour such as speeding, careless driving and mobile phone misuse, we will take the appropriate action to tackle these problems.	We will implement new Automatic Number Plate Recognition (ANPR) technology to enhance our capabilities to tackle road crime and improve intelligence, analysis and detection.
Develop and deliver a national road safety and road crime calendar of activity , which will be aligned to 'priority focus areas', as identified during the mid-term review of the Scottish Government's Road Safety Framework to 2020.	We will lead the Multi-Agency Tactical Options Working Group, to oversee development of the national road safety and road crime calendar of activity. This provides intelligence-led direction in support of prevention-focused campaigns and initiatives .	In partnership, we will support road safety campaigns, engaging with and involving the public in raising awareness and providing road safety advice.	We will develop and deliver a communication toolkit to support engagement with the public and media. This will provide consistent road safety information including a 'frequently asked questions' section. In support of this we will maintain and revise key messaging, hosted on our website.

Acquisitive crime

Acquisitive crime is when the offender derives material gain from the crime, such as theft, fraud and robbery. It is a high volume crime group accounting for just under half of all recorded crimes in Scotland.

Your View Counts

Respondents to our public consultation survey identified theft of property and housebreaking among the top five local policing priorities.

www.scotland.police.uk/yourviewcounts

Impact

Instances of doorstep crime and fraud, particularly online fraud, are continuing to increase. These types of crimes can have a significant impact on victims, communities and the wider economy.

Tackling **acquisitive crime** is a national priority for Police Scotland and we will work with our partners to address the concerns of communities. In 2018/19 we will:

Commitment	Prevention and Protection	Communities	Knowledge and Innovation
<p>Prevent acquisitive crime and reduce the harm it causes.</p>	<p>Through our national Acquisitive Crime Tactical Board, we will collate, develop and share intelligence across Police Scotland and with external partners. This will inform our response to local and national issues and ensure potential partners are identified and engaged in the delivery of advice and support.</p> <p>We will use specialist national resources to support local officers and communities to address local issues, such as tackling housebreaking. This combined approach has been successful across Scotland.</p>	<p>We will develop collaborative approaches with partners and communities, through our local policing divisions, to raise awareness and share intelligence / information relating to emerging acquisitive crime trends. We will also use this collaborative approach to deliver best practice and reduce harm.</p> <p>We will continue to raise public awareness through campaigns to prevent housebreaking.</p>	<p>We will deliver awareness packages to operational officers to aid in the identification of the key drivers of acquisitive crime.</p> <p>Within Police Scotland, we will continue to deliver workshops to provide staff with up to date information and share good practice within local divisions regarding housebreaking.</p>

<p>Develop our nationwide approach to prevent doorstep crime and the harm it causes.</p>	<p>There are two main types of doorstep crime; 'bogus callers' who exploit vulnerable people within their own homes to steal cash/valuables or carry out fraudulent schemes; and 'rogue traders' who cold call at homes and over charge for unnecessary work, damage property deliberately and use intimidating behaviour to extort money. Perpetrators are often travelling criminals or members of SOCGs. Victims are often reluctant to report crimes, either through embarrassment, or fear of losing their independence and in some cases are unaware they are a victim.</p> <p>Prevention is key to reducing the impact of doorstep crime. We will work with a wide range of partners to identify best practice and also deliver a national multi-agency initiative to tackle the crime ('Operation Monarda').</p>	<p>We will work with communities to raise awareness of doorstep crime, and its impact, by developing a communication plan, using both traditional approaches and modern communication methods.</p> <p>This will incorporate prevention messages, practical advice and support targeted at those most vulnerable and also those who can intervene to protect potential victims.</p>	<p>We will capture and progress our use of intelligence relating to doorstep crime in order to inform prevention and enforcement activities.</p>
<p>Work with partners to tackle online fraud and protect individuals and businesses from this threat.</p>	<p>The complexity of cyber enabled fraud poses a significant challenge and we will work in partnership to effectively tackle it. In particular we will work with the Scottish Business Resilience Centre to target online fraud and protect individuals and businesses.</p>	<p>We will work together, across a variety of internal functions and disciplines, to raise awareness of the problem of fraud. Through our collective expertise, we will encourage potential victims to take simple steps to secure themselves online.</p>	<p>We will equip officers with the necessary skills to recognise the drivers of economic crime and submit intelligence accordingly. This will enable us to collaborate with private sector and academia to develop our understanding of</p>

			emerging threats from fraud and theft. We will work with partners to develop effective methods to communicate those risks, share good practice and protect our communities.
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