# Notice of meeting and agenda

## Corporate Policy and Strategy Committee

### 10.00am, Tuesday, 7 August 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 / louise.p.williamson@edinburgh.gov.uk

Tel: 0131 529 4246 / 0131 529 4264

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## 1. Order of business

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

## 2. Declaration of interests

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

## 3. Deputations

3.1 If any

## 4. Minutes

4.1 Minute of the Corporate Policy and Strategy Committee of 15 May 2018 (circulated) – submitted for approval as a correct record

## 5. Forward planning

5.1 Corporate Policy and Strategy Committee Work Programme August 2018 (circulated)

5.2 Corporate Policy and Strategy Committee Rolling Actions Log (circulated)

## 6. Business Bulletin

6.1 None.

## 7. Executive decisions

7.1 Renewal of Permissions and Licensing Processes – Update Report – report by the Executive Director of Place (circulated)

(**Note:** Councillor Jim Campbell is called for this item)

7.2 Short Term Letting in Edinburgh – report by the Executive Director of Place (circulated)

7.3 Sale and Use of Fireworks – report by the Executive Director of Place (circulated)

(**Note:** Councillors Brown and Lang are called for this item)

7.4 Policies – Assurance Statement – Customer – report by the Executive Director of Resources (circulated)

7.5     Policies – Assurance Statement – Legal and Risk – report by the Executive Director of Resources (circulated)

7.6     Policies – Assurance Statement – Human Resources – report by the Executive Director of Resources (circulated)

7.7     Enterprise Risk Management Policy – report by the Executive Director of Resources (circulated)

7.8     Council's Risk Appetite Statement – report by the Executive Director of Resources (circulated)

7.9     Chief Social Work Officer Annual Report 17/18 – report by the Executive Director for Communities and Families (circulated)

7.10    Corporate Complaints Policy – report by the Chief Executive (circulated)

7.11    Data Driven Community Empowerment – report by the Chief Executive (circulated)

7.12    City of Edinburgh Council – Fair Trade Policy – report by the Chief Executive (circulated)

7.13    Resource Use Policy – Position Statement August 2018 – report by the Chief Executive (circulated)

7.14    Participation Requests – report by the Chief Executive (circulated)

7.15    Edible Edinburgh: A Sustainable Food City – Progress Report – report by the Chief Executive (circulated)

7.16    Managing Transition to Brexit in Edinburgh – report by the Chief Executive (circulated)

7.17    Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018 – referral from the Governance, Risk and Best Value Committee (circulated)

## 8.    Routine decisions

8.1     The City of Edinburgh Council Performance 2017/18 – report by the Chief Executive (circulated)

8.2     Contact Centre Performance Update: January – June 2018 – report by the Executive Director of Resources (circulated)

8.3     Welfare Reform – Update – report by the Executive Director of Resources (circulated)

8.4     Appointments to Working Groups 2018/19 – report by the Chief Executive (circulated)

8.5    Accounts Commission – Local Government in Scotland – Challenges and Performance 2018 – referral from the Governance, Risk and Best Value Committee (circulated)

8.6    Implementing the Programme for the Capital Coalition Commitments Progress to June 2018 – referral from the City of Edinburgh Council (circulated)

## 9.    Motions

9.1    None.

**Laurence Rockey**

Head of Strategy and Insight

## Committee Members

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Booth, Mary Campbell, Doggart, Graczyk, Macinnes, 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 Louise Williamson, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG,  Tel 0131 529 4246/0131 529 4264.

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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Generally, the public seating areas will not be filmed.  However, by entering the Council Chamber and using the public seating area, individuals may be filmed and images and sound recordings captured of them will be used and stored for web casting and training purposes and for the purpose of keeping historical records and making those records available to the public.

Any information presented by individuals to the Council at a meeting, in a deputation or otherwise, in addition to forming part of a webcast that will be held as a historical record, will also be held and used by the Council in connection with the relevant matter until that matter is decided or otherwise resolved (including any potential appeals and other connected processes).  Thereafter, that information will continue to be held as part of the historical record in accordance with the paragraphs above.

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committee.services@edinburgh.gov.uk

# Minutes
# Item No 4.1

# Corporate Policy and Strategy Committee

## 10.00 am, Tuesday, 15 May 2018

**Present**

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

**Also Present**

Councillor Lang (for item 18).

## 1. Deputations

(a)     Friends of the Earth (Edinburgh)

The deputation noted that an early version of the Edinburgh 2050 City Vision had not fully acknowledged the key importance of reducing carbon emissions in addressing climate change.  A subsequent petition, which they had organised, had highlighted the importance of this issue.  They welcomed the inclusion of zero carbon targets in the latest City Vision update, and the Council's commitment to future consultation on this.  The deputation highlighted the key role of city authorities in driving key projects, freeing up project log-jams which currently existed.

(b)     Comman nam Pàrant

The deputation welcomed the preparation of the Gaelic Language Plan 2018 – 22, and in particular the positive discussions with officers about how the Plan could develop.  They highlighted the key value of gaelic education and the fragile state of the current provision.  Comman nam Pàrant believed that gaelic education was not a political issue, and sought full cross-party support for the Plan's implementation.

(c)     Misneachd Dhùn Èideann

The deputation expressed disappointment that the current Plan was, as they saw it, based on 2017 information; that it wasn't available in gaelic, and that it had only been publicly available a week before this meeting, giving them little time to prepare a response.  The Council's inability to provide a translator for this meeting was also unhelpful.  While they broadly commended the Plan, the group felt that a number of its proposals were not specific enough to allow detailed scrutiny.  Two particular shortfalls in the report were (i) too great a focus on new, rather than middle or higher, learners, and (ii) no recognition of the value of a dedicated language centre (as available in Ireland/Wales), with all the social and cultural benefits this could bring.

## 2. Gaelic Language Plan 2018 - 22

The Council had a statutory duty to produce a Gaelic Language Plan every five years. Details were given of the proposed Plan for 2018 – 22, including the extensive engagement undertaken during its development. If approved, this would not be submitted to Bòrd na Gàidhlig for consideration.

**Decision**

(1)     To approve the final Gaelic Language Plan for 2018-22, which had been informed through an extensive public consultation process.

(2)     To note that, following approval, the report must be submitted to Bòrd na Gàidhlig for their consideration and that officers had engaged actively with the Bòrd in the completion of the plan to ensure that it was in line with their requirements.

(3)     To note that the final monitoring report on the original 2012-18 Gaelic Language Plan would be reported separately to Committee for approval.

(4)     To approve the final Gaelic Language Plan for 2018-22 subject to the following changes: Under Strategic Priority 1, Corporate action 5 (signage) (page 18), insert the following wording at the end of this action: "Encouraging all council ALEOs and partner organisations to consider Gaelic or bilingual signage/branding as and when new or refreshed signage/branding was introduced."

(5)     To acknowledge the substantial ongoing work of Fèis Dhùn Èideann and Fèisean nan Gàidheal in enriching Gaelic education, arts and culture in the City; wishes this partnership to continue; notes that some local authorities offered the use of facilities to Fèisean nan Gàidheal, and agrees to consider a short report at the next meeting of the Gaelic Implementation Group to examine whether Edinburgh could do the same, and to consider a timetable and wider actions to engage with Gaelic arts groups.

(6)     To agree that the foreword of the Plan should be in Councillor Dickie's name.

(7)     To agree that the annual monitoring report should contain income and expenditure details.

(References – Corporate Policy and Strategy Committee, 27 February 2018 (item 10); report by the Chief Executive, submitted)

**Declaration of Interest**

Councillor Burgess declared a non-financial interest in the foregoing item, as a parent of children attending the Gaelic Primary School.

## 3. Minute

**Decision**

To approve the minute of the Corporate Policy and Strategy Committee of 27 February 2018 as a correct record.

## 4. Corporate Policy and Strategy Committee Key Decisions Forward Plan

The Corporate Policy and Strategy Committee Key Decisions Forward Plan was presented.

**Decision**

(1)     To request that officers bring reports to Committee within agreed deadlines.

(2)     To otherwise note the key decisions forward plan.

(Reference – Key Decisions Forward Plan, May 2018, submitted).

## 5. 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 that the submission date for item 8 (Fair Trade and Resource Use Policy) should be August 2018.

2)     To agree to close actions 5, 11, 13 – 15 and 20.

3)     To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

## 6. 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.)

## 7. Local Police Plan 2018 - 21

The statutory Local Police Plan outlined policing priorities for the Edinburgh City Division for 2018 – 21.  Its over-arching aim was, as Edinburgh continued to grow both economically and in population, to protect people, reduce crime and ensure the city continued to be a safe place.

Mark Rennie, Police Scotland, spoke to the Plan, and responded to members' questions on the proposals.

**Decision**

1) To request that the Plan made specific reference to Council-funded community police officers.

2) To note that comments about the deployment of armed officers would be relayed to the relevant officials.

3) To otherwise note the Plan.

(References – Police and Fire Scrutiny Committee, 3 March 2017 (item 6); report by the Divisional Commander, submitted).

## 8. Armed Forces Reservists

Six Council employees were Reservists. As part of its commitment to Armed Forces Reservists, the Council intended publicising the Armed Forces Covenant; celebrate Armed Forces Day, and support the employment, where appropriate, of wounded, injured or sick veterans. Following an earlier Council motion, the risk that the Council did not have adequate arrangements in place to support and monitor Reservists within the workplace would be added to the appropriate risk registers.

**Decision**

1) To note the update.

2) To approve the updated Reserve Forces Training and Mobilisation Policy and related guidance.

3) To note the risk which had been added to the Human Resources and Strategy and Insight risk registers.

4) To request further information on (a) the number of Edinburgh Council reservists compared with other local Scottish authorities, and (b) the gender profile of the Council's reservists.

(References – Corporate Policy and Strategy Committee, 5 December 2017 (item 15); report by the Chief Executive, submitted).

## 9. Council Health and Safety Policy

Approval was sought for an updated Council Health and Safety Policy. This took account of feedback from stakeholders, as well as learnings from health and safety audits.

**Decision**

To approve the updated Health and Safety Policy.

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

## 10. Council Water Safety Policy

A new Water Safety Policy had been devised, replacing an earlier Control of Legionella Bacteria policy. Sitting within the over-arching Council Health and Safety Policy (see previous item), this sought to protect the health and safety of employees and third parties from risks associated with inhalation and ingestion exposure to water containing

bacteria, chemicals or other harmful contaminants. It also took into account the Council's new structural arrangements, and provided greater clarity on health and safety roles and responsibilities.

**Decision**

To approve the Water Safety Policy.

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

## 11. Implementing the Programme for the Capital: Coalition Commitments

A final set of indicators to measure performance against defined targets for each of the 52 Coalition Commitments had now been prepared. These would continue to be revised and updated following ongoing monitoring. The performance framework would also be reviewed annually, including where appropriate refreshing the measures, actions, milestones and targets.

**Decision**

To note the set of indicators set out at Appendix 1 of the report by the Chief Executive.

(References – Corporate Policy and Strategy Committee, 27 February 2018 (item 9); report by the Chief Executive, submitted.)

## 12. Gaelic Language Plan, 2012 – 17 – Final Monitoring Report

The final statutory monitoring report for the Gaelic Language Plan 2012 – 17 was submitted.

**Decision**

1)      To approve the Monitoring Report at Appendix 1, and submit this to Bòrd Na Gàidhlig for their comment and approval.

2)      To note that this was the final monitoring report for the Council's first Gaelic Language Plan, for the period 2012-2017, and that the second plan, for 2018-2022, had been produced to continue to progress and consolidate the achievements made so far.

3)      To note that the 2018-22 report was the subject of a separate Committee paper (item 2 refers).

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

**Declaration of Interest**

Councillor Burgess declared a non-financial interest in the foregoing item, as a parent of children attending the Gaelic Primary School.

## 13. Scottish Fire and Rescue Service - Consultation

The Scottish Fire and Rescue Service was consulting on developing its operating model to take account of new and emerging risks, such as a growing elderly population

needing support to stay safe in their homes, and the threat of terror attack. A draft response was submitted for the committee's consideration.

**Decision**

To agree the Council's response to the Scottish Fire and Rescue Service consultation, subject to amending the response to the consultation question on page 8 of Appendix 1 of the report entitled 'Latest technology should be used where possible to improve firefighter and public safety' from 'No opinion' to 'Agree in principle'.

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

## 14. Welfare Reform Update

An update was provided on the Council's ongoing Welfare Reform activities. This included Edinburgh's amended date to move to full service Universal Credit; the benefit cap and the impact on Edinburgh citizens, and the Council's initial allocation of £5.2m in 2018/19 for Discretionary Housing Payment, with a further top up later in the year.

**Decision**

1) To note the ongoing work to support Universal Credit (UC) and Welfare Reform, in Edinburgh.

2) To note the current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.

3) To note the Welfare Reform Working Group activities to support benefit take-up and financial inclusion.

4) To agree to circulate the impact assessment in relation to the removal of paper-based benefit forms.

5) To agree that a paper would be brought to the next Welfare Reform Working Group on the shortfall between Local Housing Allowance and the private rents.

6) To agree that officers would clarify with the DWP FOI responder the reasons why it would cost in excess of £600 to provide information on benefit advance refusal rate.

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

## 15. Young People's Contribution to Decision Making

The Education, Children and Families Committee had agreed an approach to meaningfully engage and consult on the best ways of ensuring young people's views were heard and taken account of. A further feedback report would be considered in October 2018. Meantime, this committee was invited to endorse the proposals.

**Decision**

1) To endorse the approaches agreed by the Education, Children and Families Committee.

2) To agree the process for engaging with young people through Pupil Councils in schools.

(References – Education, Children and Families Committee, 6 March 2018 (item 17) and referral report from the Education, Children and Families Committee, submitted.)

## 16.  2017 Edinburgh People Survey – Headline Results

The key findings of the 2017 Edinburgh People Survey were summarised.  300 residents aged 16 and over were surveyed in each Council ward between September and November 2017, representing the largest face-to-face survey undertaken by any local authority on its services, reputation and quality of life issues.

**Decision**

1)      To note the findings of the 2017 Edinburgh People Survey.

2)      To note that service briefings had taken place and that services were

        expected to mainstream any actions taken in response to the Edinburgh People Survey findings as part of the strategic planning framework.

3)      To refer the findings to the four Locality Committees for information.

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

## 17.  Sustainable Energy Action Plan - Progress

The 2015 Sustainable Energy Action Plan agreed a five-year strategic programme aiming to reduce carbon emissions by 42% by 2020.  Progress against its objectives was reported, noting an overall reduction in Edinburgh's carbon emissions of 30% since 2005.

**Decision**

1)      To note the 2017/18 progress report on the Sustainable Energy Action Plan.

2)      To recognise that with 24 months left to run, Edinburgh's Strategic Energy Action Plan would currently fall at least 12.5% (172.2 ktCO2) below the carbon reduction required to meet its target.

3)      To further note that it was unclear what amount of carbon reduction from ongoing SEAP projects was likely to be delivered within the next 24 months towards achieving the target.

4)      Therefore, to call for a report every two cycles until 2020 on how the SEAP could be progressed in order to meet its 2020 carbon reduction target, including what additional resources would be required.

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

## 18.  Motorcycle Community Improvement Partnership

Information was provided on the ongoing work within the multi-agency Motorcycle Community Improvement Partnership to address motorcycle theft and associated antisocial behaviour.  This followed an earlier Council motion on this issue.

**Decision**

To note the report.

(Reference – report by the Acting Head of Safer and Stronger Communities, submitted.)

## 19. Valedictory Remarks – Harry Robertson

The Convener noted that Harry Robertson, Acting Head of Safer and Stronger Communities, would shortly be retiring.  He paid tribute to Harry's long service to the Council, and wished him well for his retirement.

## Corporate Policy and Strategy Committee

| | Title / description | Purpose/Reason | Routine / Executive | Lead officer | Directorate | Progress updates | Expected date |
|---|---|---|---|---|---|---|---|
| 1 | Council Smoke Free Policy | Motion from Cllr Main to Council on 31/5/18: Council calls for a report in two cycles to Corporate Policy and Strategy Committee reviewing council strategy, policy and practice to ensure that the Council is helping protect children from tobacco, reducing the harm caused by tobacco in our communities and encouraging others to do the same. The report will include action undertaken to date, such as a smoking ban on all Council property including parks and membership of Lothian Tobacco Prevention Working group, and options for further action. 2. Agrees to sign up to the Charter for a Tobacco-free Generation. | Routine | Susan Tannahill | Resources | Flexible | 2 October 2018 |

| 2 | Transient Visitor Levy | | Executive | Gareth Dixon | CE | Flexible | 2 October 2018 |
|---|---|---|---|---|---|---|---|
| 3 | Edinburgh Poverty Commission | Follow up report on membership | Executive | Chris Adams | CE | Flexible | 2 October 2018 |
| 4 | National Barrier Asset | | Executive | John McNeill | Place | Flexible | 2 October 2018 |
| 5 | Sustainable Energy Action Plan Update | | Executive | Janice Pauwels | Place | Flexible | 2 October 2018 <br><br> 14 May 2019 |
| 6 | Safecall CEC 114 - Update Report on Management Action B Report | *Report due Autumn* 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. | Executive | Laura Callender | CE | Flexible | 2 October 2018 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 7 | Charter Against Modern Slavery | Motion to Council 28/6/18 - 10. Report publicly on the implementation of this policy annually. Council agrees to sign up to the Charter and asks the Director of Resources to report to the September meeting of the Corporate Policy Strategy Committee on how this will be implemented." | Routine | Tammy Gillies | Resources | Flexible | 2 October 2018 |
| 8 | Edinburgh Schools Inquiry Update | Action from CP&S committee on 05/12/17 and 27/02/18. Action from CP&S in Dec '17 - 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. | Executive | Nick Smith | Resources | Flexible | 4 December 2018 |
| 9 | Council Asbestos Policy | | Routine | Susan Tannahill | Resources | Annual | 4 December 2018<br><br>December 2019 |
| 10 | Council Fire Safety Policy | | Routine | Susan Tannahill | Resources | Annual | 4 December 2018<br><br>December 2019 |

| 11 | Welfare Reform | | Routine | Sheila Haig | Resources | Quarterly | 4 December 2018<br><br>26 February 2018 |
|----|----------------|---|---------|-------------|-----------|-----------|------------------|
| 12 | Biodiversity Action Plan | | Routine | Ken Tippen | Place | Annual | 4 December 2018<br><br>December 2019 |

# Corporate Policy and Strategy Committee Upcoming Reports　　　Appendix 1

| Report Title | Directorate | Lead Officer |
|---|---|---|
| **2 October 2018** | | |
| Council Smoke Free Policy | Resources | Susan Tannahill |
| Transient Visitor  Levy | Chief Executive | Gareth Dixon |
| Edinburgh Poverty Commission | Chief Executive | Chris Adams |
| National Barrier Asset | Place | John McNeill |
| Sustainable Energy Action Plan Update | Place | Janice Pauwels |
| Safecall CEC 114 - Update Report on Management Action B Report | Chief Executive | Laura Callender |
| Charter Against Modern Slavery | Resources | Tammy Gillies |
| **4 December 2018** | | |
| Edinburgh Schools Inquiry Update | Resources | Nick Smith |

| | | |
|---|---|---|
| Council Asbestos Policy | Resources | Susan Tannahill |
| Council Fire Safety Policy | Resources | Susan Tannahill |
| Welfare Reform | Resources | Sheila Haig |
| Biodiversity Action Plan | Place | Ken Tippen |

## Corporate Policy and Strategy Committee

7 August 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<br><br>(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 | Autumn 2018 | | This report is going to be reported to the South West Locality Committee in autumn 2018 – update to be provided after this. |

| 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 | December 2018 December 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 | December 2018 | | An update on the Register of Common Good Assets was included in the Business Bulletin for 15 May. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | 24.01.17 | | the Land Registration (Scotland) Act 2012.<br><br>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.<br><br>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. | | | | Letter outlining the Council position circulated by email to members on 19 October 2017 – **closed**. |
| 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 | January 2019 | | Financial validation is required – needs to be considered by CLT before coming back to Committee as an |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | Leisure – Progress Report | | | | | update report. |
| 5 | 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 | On hold | | 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 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.

There has been no |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | | | | | movement or discussion between the Scottish and UK governments about this.  A report will be brought to Committee as soon as progress is made. |
| 6 | 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 | | **Recommended for closure** – this report was considered by Finance and Resources Committee in June 2018 – see hyperlink above, with the recommendations being approved. |
| 7 | 24.01.17 | Strategy and Insight Sustainability Policies - Assurance Statement | To agree that the Fair Trade Policy and Resource Use Policy would be reviewed in light of new legislation and Council structures and reported to Committee for | Chief Executive | August 2018 | | **Recommended for closure** – will be integrated with the update of sustainable procurement policy (led by procurement). |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | approval within 12 months | | | | |
| 8 | 03.10.17 | [Welfare Reform Update](#) | 1) To agree that officers would provide Power to the People with the Homelessness and Housing Council Policy. | Executive Director of Resources | December 2017 | | 1) The policy was provided electronically in December 2017 – **closed**. |
| | | | 2) To note that the Homelessness and Housing Senior Support Manager would arrange to meet with people experiencing temporary accommodation issues. | Head of Safer and Stronger Communities | December 2017 | | 2) Meeting held with Power to the People on 6 December 2017 and update provided to Members on 11 December 2017 – **closed**. |
| | | | 3) To agree that the Customer Manager would liaise with the Advice Services Team about the restructure of the service and the impact of a reduction | Executive Director of Resources | October 2018 | | 3) The impact of a reduction on resources had not yet been considered through the Advice Review. A full Equalities and Rights Impact |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | 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 Work and Pensions (DWP).<br><br>4) To provide Councillors with a projection of the number of Universal Credit (UC) claimants after it was rolled out to everyone. | Executive Director of Resources | October 2018 | | Assessment would be carried out when the new model for advice services was finalised. Service aims to conclude review by the summer with a new model in place for October 2018. There will be internal provision and tendered for contracts, looking at locality based face to face provision. DWP are fed back on decisions regularly as this is a statutory requirement for appeals tribunal service.<br><br>4) DWP have not provided projected figures at this time due to the delay in |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | | | | | full service implementation. Update contained in report in February as to the changes to UC. |
| 9 | 03.10.17 | Public Bodies Climate Change Duties Report 2016-17 | To request a report to committee on the outcome of the review of governance intended to assist in identifying and implementing carbon reduction projects. | Head of Strategy and Insight | August 2018 Committee | | **Recommended for closure** – this action has been superseded by the decision taken at the June meeting of Full Council to work with EICC to look at our approach to sustainability and climate change in the round. The scope of this work will include governance. |
| 10 | 05.12.17 | Edinburgh Schools Inquiry | 1) To note the intention to report further within 12 months, including key completion dates.<br><br>2) Members would be advised when building completion certificates | Chief Executive | December 2018 | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|------|-------------|--------|-------------|-------------------------|------------------------|----------|
| | | | had been issued for the Royal High School and Craigmount High School. | | | | |
| 11 | 27.02.18 | Welfare Reform – Update | 1) To agree in principle to withdraw paper application forms for Housing Benefit/Council Tax Reduction in favour of a digital only application, subject to a further report on the consultation/impact assessment, and final decision by this committee.<br><br>2) To request further information in the next report to Committee on the number of people refused short term benefit advances by the DWP | Executive Director of Resources | 15 May 2018<br><br><br><br><br><br><br><br><br><br><br>August 2018 | | This information was not available on DWP information sites. However, a Freedom of Information Request has been submitted by the team requesting:-<br><br>• Number of Benefit Advances Received per Edinburgh Job Centre, split for UC and 'other' Working Age Benefits<br><br>• Number of Benefit Advances Refused per Edinburgh Job |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | | | | | Centre, split for UC and 'other' Working Age Benefits<br><br>This has been submitted now, but they have 40 days to respond.<br><br>An update is included as part of the Welfare Reform report to Committee in August 2018. |
| 12 | 27.02.18 | Full Cost Charges in Care Homes for Older People Managed by the Council | 1) To request a Briefing Note on the full charging structure and methodology for Council-managed care homes.<br><br>2) To request a report back to Committee in 12 months on the impact. | Chief Officer, Edinburgh Health and Social Care Partnership | July 2018<br><br>February 2019 | | Briefing Note circulated on 27 July 2018. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| 13 | 27.02.18 | Champion Mayors Coalition for Inclusive Growth | To request an update report on the benefits of membership in 12 months | Chief Executive | February 2019 | | |
| 14 | 27.02.18 | Implementing the Programme for the Capital: Council Performance Framework 2017-22 | To note the intention to report back to Committee in 6 months, including refined targets and timescales, baseline figures and considerations by Executive Committees. | Chief Executive | 7 August 2018 | | **Recommended for closure** – on the agenda for 7 August 2018. |
| 15 | 03.10.17 | Europe – motion by Councillor Day (Agenda for 3 October 2017) | To instruct the Chief Executive to report in one cycle, with proposals to implement the following measures:<br><br>• Providing welcome and advice services to EU nationals in Edinburgh (as well all those from outside the EU who come to the Capital).<br><br>• Working with key | Chief Executive | 7 August 2018 | | **Recommended for closure** – on the agenda for 7 August 2018. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | employers in the city, such as finance, legal services, universities, NHS, to help recruitment and retention.<br><br>• Working to resist barriers to travel with the EU, to promote those coming to Edinburgh to study and visit.<br><br>• Keeping close links with cities across Europe, in particular our twin and partner cities, and with EU institutions. | | | | |
| 16 | 29.06.17 | City of Edinburgh Council Motion by Councillor Miller – Attracting and Retaining Carers<br><br>(Agenda for 29 | 1) Agrees to call for a report into the improvements including pay and conditions that could attract and retain care | Chief Officer, Edinburgh Health and Social Care Partnership | | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | June 2017) | workers, in comparison to other employment options, and meet the shortfall in care provision, taking into account the results of the research.<br><br>2) To instruct officers to remit the report to the Integration Joint Board and Corporate Policy and Strategy Committee for further scrutiny. | | | | |
| 17 | 24.08.17 | City of Edinburgh Council Motion by Councillor Jim Campbell – Principles – Service Improvement and Information Sharing<br><br>(Agenda for 24 | 1) Council instructs the Chief Executive to review and report on (a) how applications for permissions and licenses are shared with Councillors, Officers and members of the Public; and (b) potential improvement to that process. | Executive Director of Place | | | **Recommended for closure** – on the agenda for 7 August 2018. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|------|--------------|--------|--------------|--------------------------|------------------------|----------|
| | | August 2017) | 2) The scope of information to be reviewed in the report must include, but is not limited to, the valid application and granting of:<br><br>(a) Planning applications;<br><br>(b) Road Construction Consents (RCCs) applications;<br><br>(c) Building Warrant applications;<br><br>(d) Transport Regulation Orders (TROs);<br><br>(e) Temporary Transport Regulation Orders (TTROs);<br><br>(f) Roads awaiting adoption; | | | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | (g) Liquor Licence applications;<br><br>(h) Gambling Licence applications; and<br><br>(i)  Civic Licence applications.<br><br>3)  The report should consider:<br><br>(a) areas of duplication and the streamlining of information;<br><br>(b) the extension of access to information;<br><br>(c) the needs of Customers, Community Councils, Councillors, Officers, third party interests, and the general public; and<br><br>(d) the frequency of | | | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | information being updated and available. 4) The report should be submitted to the Corporate Policy and Strategy Committee by August 2018. | | | | |
| 18 | 23.11.17 | City of Edinburgh Council Motion by Councillor Day – Fireworks (Agenda for 23 November 2017) | Calls for the Chief Executive to report to the February meeting of the Corporate Policy and Strategy Committee on: 1) working with the Scottish and Westminister Governments to consider options for better control of the sale of fireworks to individuals; and 2) encouraging organised and licensed community firework | Executive Director of Place | | | **Recommended for closure** – on the agenda for 7 August 2018. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | and bonfire events. | | | | |
| 19 | 14.12.17 | City of Edinburgh Council Motion By Councillor Aldridge – Short Term Lets<br><br>([Agenda for 14 December 2017](#)) | Council instructs officers to prepare a report to be considered by the Corporate Policy and Strategy Committee within one cycle setting out:<br><br>1) The impact of the growth of short terms lets on Edinburgh's tourism economy and on the quality of life for Edinburgh residents;<br><br>2) What legislative powers the Council currently has to regulate the short term letting element of the private rented housing sector;<br><br>3) What steps the short terms letting sector is | Executive Director of Place | | | **Recommended for closure** – on the agenda for 7 August 2018. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | | taking to self regulate; 4) The performance of the Council's Landlord Registration Scheme; 5) The growth in numbers of short term let properties in Edinburgh; 6) Recommendations on how the Council can address the issues arising from the impact of the growth of the short term letting sector on Edinburgh residents quality of life and the Edinburgh economy. | | | | |
| 20 | 14.12.17 | City of Edinburgh Council Motion By Councillor Doggart – Data Driven Community | Requests the Chief Executive presents to the Corporate Policy and Strategy Committee within two cycles an outline plan on how data innovation | Chief Executive (Head of Strategy and Insight) | | | **Recommended for closure** – on the agenda for 7 August 2018. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|------|--------------|--------|--------------|--------------------------|------------------------|----------|
| | | Empowerment<br><br>(Agenda for 14 December 2017) | could be used to:<br><br>• Foster greater participation in public decision making, as proposed in section 10 of the Community Empowerment (Scotland) Act 2015, both in the making of decisions and in the building of communities<br><br>• Drive efficiencies in the delivery of Council services | | | | |
| 21 | 01.02.18 | City of Edinburgh Council Motion By Councillor Mowat – Edinburgh's Christmas and Hogmanay 2017/18<br><br>(Agenda for 1 | Council requests that the review of the contract for Edinburgh's Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be | Executive Director of Place | 2020 | | The contract is not up for renewal until 2020. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|------|-------------|--------|--------------|------------------------|----------------------|----------|
| | | February 2018) | considered at the Corporate Policy and Strategy Committee. | | | | |
| 22 | 15.05.18 | Armed Forces Reservists | To request further information on (a) the number of Edinburgh Council reservists compared with other local Scottish authorities, and (b) the gender profile of the Council's reservists. | Chief Executive | Not specified | 30 May 2018 | **Recommended for closure** – briefing note from the Head of Human Resources circulated on 30 May 2018. |
| 23 | 15.05.18 | Welfare Reform – Update | 1) To agree to circulate the impact assessment in relation to the removal of paper-based benefit forms.<br><br>2) To agree that a paper would be brought to the next Welfare Reform Working Group on the shortfall between Local Housing Allowance and the private rents. | Executive Director of Resources | August 2018 | | 1) The impact assessment is included as part of the update report to Committee in August 2018.<br><br>2) An interim update will be included in the report to Committee in August 2018.<br><br>3) An update will be included in the |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
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| | | | 3) To agree that officers would clarify with the DWP FOI responder the reasons why it would cost in excess of £600 to provide information on benefit advance refusal rate. | | | | report to Committee in August 2018. |
| 24 | 15.05.18 | Sustainable Energy Action Plan Annual Progress Report 2017/18 | Calls for a report every two cycles until 2020 within one cycle on how the SEAP can be progressed in order to meet its 2020 carbon reduction target, including what additional resources would be required | Executive Director of Place | 2020 | | |
| 25 | 31.05.18 | City of Edinburgh Council Motion By Councillor Main – Scotland's Charter for a Tobacco-free Generation (Agenda for 31 | 1) Council calls for a report in two cycles to Corporate Policy and Strategy Committee reviewing council strategy, policy and practice to ensure that the Council is helping | Executive Director of Resources | 2 October 2018 | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|------|--------------|--------|--------------|--------------------------|------------------------|----------|
| | | May 2018) | protect children from tobacco, reducing the harm caused by tobacco in our communities and encouraging others to do the same. The report will include action undertaken to date, such as a smoking ban on all Council property including parks and membership of Lothian Tobacco Prevention Working group, and options for further action.<br><br>2) That the report also be referred to the Edinburgh Partnership for their consideration. | | | | |
| 26 | 28.06.18 | City of Edinburgh Council Motion By Councillor Day – | Council agrees to sign up to the Co-operative Party's Charter Against | Executive Director of Resources | October 2018 | | The Committee will receive a report at the meeting in October |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|---|---|---|---|---|---|---|---|
| | | Charter Against Modern Slavery<br><br>([Agenda for 28 June 2018](#)) | Modern Slavery and asks the Director of Resources to report to the September meeting of the Corporate Policy Strategy Committee on how this will be implemented. | | | | 2018, in-line with the cycle of Committee meetings. |

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

# Review of Permissions and Licensing Processes – Update Report

| | |
|---|---|
| **Item number** | 7.1 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

On 24 August 2017 (Item 21) the Council agreed a motion to review and report on how applications for permissions and licenses are shared with Councillors, officers and members of the public.

An initial review has been carried out identifying the range of permissions and licenses that the Council issues.

It is proposed that a review of local authority practice is commissioned over the next 12 months to identify best practice and suitable benchmarking against authorities,.

In the short term it is proposed that local ward members are notified of proposed Traffic Regulation Orders (TROs) at the same time as community councils.

# Report

# Review of Permissions and Licensing Processes – Update Report

## 1. Recommendations

1.1 It is recommended that Committee

    1.1.1 note the complex legislation which governs in respect of roads, licensing, planning and building standards;

    1.1.2 note the initial review carried out;

    1.1.3 agree the review of local authority best practice and benchmarking as proposed; and

    1.1.4 agree that local ward members will now receive Traffic Regulation Orders at the same time as community councils.

## 2. Background

2.1 On 24 August 2017 the Council agreed a motion to review and report on how applications for permissions and licenses are shared with Councillors, officers and members of the public and how potential improvements could be made to the process with a view to improving the accessibility, efficiency and transparency of information and services to improve the experience of citizens engaging with relevant service areas.

2.2 The full detail of the Council motion is set out as below:

    2.2.1 Council notes the ongoing work across Council departments to improve the accessibility, efficiency and transparency of information and services to improve the experience of citizens engaging with relevant services.

    2.2.2 Council therefore instructs the Chief Executive to review and report on (a) how applications for permissions and licenses are shared with Councillors, Officers and members of the Public and (b) potential improvements to that process.

    2.2.3 The scope of information to be reviewed in the report must include, but is not limited to, the valid application and granting of:

        2.2.3.1 Planning applications;

        2.2.3.2 Road Construction Consents (RCCs) applications;

2.2.3.3 Building Warrant applications;

2.2.3.4 Transport Regulation Orders (TRO's);

2.2.3.5 Temporary Transport Regulation Orders (TTRO;s);

2.2.3.6 Roads awaiting adoption;

2.2.3.7 Liquor Licence applications;

2.2.3.8 Gambling Licence applications; and

2.2.3.9 Civic Licence applications.

**The report should consider:**

2.2.4 areas of duplication and the streamlining of information;

2.2.5 the extension of access to information;

2.2.6 the needs of Customers, Community Councils, Councillors, Officers, third party interests and the general public; and

2.2.7 the frequency of information being updated and available.

## 3. Main report

3.1 This report reviews how applications for a range of permissions and licenses are shared with Councillors, officers and members of the public and potential improvements to those processes with a view to enhancing access, efficiency and transparency.

3.2 An initial review has been carried out identifying the range of permissions and licenses that the Council issues.

3.3 Appendix 1 sets out the range of legislation under which permissions and licenses are granted by the Council in its role as planning, licensing, regulatory and roads authority for the city. These permissions are for activity undertaken by individuals and/or businesses which generally have an impact on the wider public and for which there is a public and community interest that needs to be considered that the Council ultimately represents.

3.4 These permissions include permission to:

3.4.1 design, construct and adopt roads;

3.4.2 build, adapt or extend property;

3.4.3 events held in public spaces; and

3.4.4 grant licenses for a range of commercial activity including liquor and gambling and taxis, private renting and premises that sell food.

3.5 Each of these permissions have their own requirements for publication, consultation and decision making including notification of local members, local communities and representative organisations. For example:

**Transport and Roads**

3.5.1 For Traffic Regulation Orders (TROs) the Council must contact emergency services, bus companies and Freight and Road Haulage associations. Other organisations and bodies that are contacted include residents' associations, community councils, public utility companies and taxi companies. Copies of notifications are placed on lamp posts, in local print media and on Council and Scottish Government websites. There is no specific approach to communicating these measures to local members.

**Building and Land Use**

3.5.2 Planning applications are made available on the Council's website. A weekly list of new applications is published on the Council's website and is sent to all community councils' and Councillors. Site notices are required in certain areas e.g. in conservation areas and neighbours living within 20 metres of planned development. Press adverts are required in some circumstances. There are different approaches to listed building consents, advertising permission, environmental impact assessments, local reviews, appeals, street-naming and planning obligations. The Council maintains a publicly available Building Standards register of applications and decisions. There is no requirement for notification.

**Licensing**

3.5.3 Licensing for liquor and gambling are governed by two separate Acts, the Licensing (Scotland) Act 2005 and the Gambling Act 2005. Liquor licenses for new premises and amendments to existing licences are published online in advance of Licensing Board meetings. Application details are circulated to Police Scotland, Fire and Rescue Service, NHS Lothian and relevant community councils. Notification is made to neighbours within a 10 metre boundary of the premises. Applicants are required to display a site notice with details of application, within the vicinity of premises for 21 days. For gambling licences for new premises and variations applicants are required to place an advert in local newspapers and a site notice and notify relevant authorities including Police, HMRC and the Gambling Commission. There is no specific approach to informing local councillors.

3.5.4 The Council is the licensing authority for a range of commercial activities including taxis and private hire cars, cinemas, theatres and the keeping of animals as well as renting of private rented sector property and the licensing of Houses in Multiple Occupation (HMOs).

3.5.5 All taxi, private hire car and HMO applications are recorded on the public licensing registers on the Council's website and copies sent to Police Scotland as a statutory consultee. In the case of HMO applications Fire and Rescue Services are also notified as a statutory consultee and applicants are required to display a site notice on or near the premises for 21 days. Registrations of private landlords are noted on the national landlord

registration database. Community Councils and ward councillors are not notified of HMO or Landlord Registration applications.

3.5.6 The Council also processes temporary licenses for events each year. There is no right to public objection to these and no requirement to display a site notice. Where representations are made by members of the public these are normally referred to the Licensing sub-committee on a discretionary basis.

3.6 In summary, the notification of, and consultation on, the wide range of permissions and licenses issued by the Council complies with required legislative requirements and use the appropriate local and national registers.

3.7 However, many of the ways in which such the notification and communication of applications for permissions and licenses are arguably outdated. Local ward members have also expressed concerns about the lack of early notification of applications, particularly for roads, where members often find out about applications from other parties including community councils. Additionally, while social media is increasingly used to make information available, this does not necessarily make information on applications any more accessible.

3.8 There is clearly scope to improve the accessibility and transparency of information on permissions and licenses but it is also important that improvements are developed concurrently with streamlining and more efficient processing to ensure that delays in managing these processes are not an unintended consequence.

**Next steps - best practice review**

3.9 It is proposed that over the next 12 months a review of local authority practice is commissioned to identify best practice and suitable benchmarking against authorities. This review will focus mainly on practice from mainly urban authorities and have an emphasis on how local members are supported in their role in engaging with the public on these issues. The review will also include a more detailed assessment of how improved transparency and accessibility of information is constrained by statutory or other legislative requirements.

3.10 In the short term it is proposed that local ward members are notified of proposed TROs at the same time as community councils.

## 4. Measures of success

4.1 Local members receive TRO notifications at the same time as community councils.

4.2 In the longer term, improved processes for dealing with permissions and licenses; improved accessibility and efficiency and improved engagement with citizens.

## 5. Financial impact

5.1 The current service costs are contained within the Place revenue budget.

## 6. Risk, policy, compliance and governance impact

6.1 The legislation in place for each of these processes is outlined in appendix 1.

6.2 Any proposed changes will be considered in the context of existing and any known changes proposed to the legislation.

## 7. Equalities impact

7.1 It is anticipated that any changes will have a positive equalities impact, however a full impact assessment will be undertaken before changes are implemented.

## 8. Sustainability impact

8.1 There are currently no sustainability impacts arising from this. A full impact assessment will be carried out on any proposed changes.

## 9. Consultation and engagement

9.1 The review will look at best practice and benchmarking of other Local Authorities.

9.2 Engagement with Elected Members and stakeholders will be carried out before any further changes are implemented.

## 10. Background reading/external references

10.1 None.

**Paul Lawrence**

Executive Director of Place

Contact: Michael Thain, Head of Place Development

E-mail: michael.thain@edinburgh.gov.uk | Tel: 0131 529 2426

## 11. Appendices

Appendix 1 – Legislation which applies to dealing with applications and notification of such

**Appendix 1 – Legislation which applies to dealing with applications and notification of such**

### A.     Roads

Traffic Regulation Order (TRO)

- Road Traffic Regulation Act 1984; and
- the Local Authorities' Traffic Orders (Procedure) (Scotland) Act 1999.

Temporary Traffic Regulation Order (TTRO)

- Road Traffic Regulation Act 1984;
- the Road Traffic (Temporary Restrictions) Procedure Regulations 1992;

Road Construction Consent (RCC)R

- Roads (Scotland) Act 1984 sections 21, 22 and 23.


### B.     Licensing

Civic, Taxis and Miscellaneous

- Civic Government (Scotland) Act 1982 as amended
- Cinemas Act 1985
- Theatres Act 1968
- Performing Animals Regulation Act 1925
- Pet Animals Act 1951
- Animal Boarding Establishments Act 1963
- Riding Establishments Acts of 1964 and 1970
- Breeding of Dogs Act 1973 and 1991
- Dangerous Wild Animals Act 1976
- Zoo Licensing Act 1981

HMO and Private Landlords

- Housing (Scotland) Act 2006
- Antisocial Behaviour, etc. (Scotland) Act 2004

Liquors and Gambling

- Licensing (Scotland) Act 2005
- Gambling Act 2005


### C.     Planning

- The Planning etc. (Scotland) Act 2006
- Town and Country Planning (Scotland) Act 1997
- The Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997

- The Town and Country Planning (Development Management Procedure Regulations) (Scotland) 2013 – updated May 2017
- The Planning (Listed Building Consent and Conservation Area Consent Procedure) (Scotland) Regulations 2015
- The Town and Country Planning (Environmental Impact Assessment) (Scotland) Regulations 2017; Circular 1/2017 Guidance on EIAs
- The Town and Country Planning (Control of Advertisements) (Scotland) Regulations 1984;
- The Town and Country Planning (Schemes of Delegation and Local Review Procedure) (Scotland) Regulations 2013; Circular Planning Appeals 4/2013; Circular Schemes of Delegation and Local Reviews 5/2013
- The Town and Country Planning (Modification and Discharge of Planning Obligations) (Scotland) Regulations 2010; Planning Obligations Circular 3/2012
- Tree Preservation and Trees In Conservation Areas (Scotland) Regulations 2010
- Licensing Act Scotland 2005 – S50 certificates
- Civic Government (Scotland) Act 1982 – street naming applications
- The Town and Country Planning (Hazardous Substances)(Scotland) Act 2015
- The Town and Country Planning (Enforcement of Control) (No. 2) (Scotland) Regulations 1992

## D. Building Standards

- The Building (Scotland) Act 2003 (came into force 2005)
- Building Standards Technical Handbooks

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

## Short Term Letting in Edinburgh

| | |
|---|---|
| **Item number** | 7.2 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | Citywide |
| **Council commitments** | **12:** 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 |

## Executive Summary

This report sets out the current situation regarding short term lets in the city including the key issues that arise from the operation of this industry. It sets out an action plan for use of those powers currently available to the Council. Finally, the report sets out in detail what the Council should request from the Scottish Government in terms of a response to the Council's concerns.

# Report

## Short Term Letting in Edinburgh

### 1. Recommendations

1.1 It is recommended that the committee:

1.1.1 Notes and agrees the conclusions set out in paragraph 3.6 and 3.7 which sets out the short term working group's assessment of the impact of short term lets within the city;

1.1.2 Notes the existing powers available to the Council and the plans for coordinated implementation of these as set out at paragraphs 3.8 to 3.15;

1.1.3 Notes that officers will continue to explore with the short term let industry and other stakeholders the options set out in paragraphs 3.16 to 3.20 on encouraging more responsible business practices and a joint approach with other public sector partners.

1.1.4 Agrees the proposals set out in paragraph 3.21 to 3.29 as the basis of a more detailed submission to Scottish Government requesting the introduction of a licensing system and policy changes at a national level.

1.1.5 Discharges the outstanding remit on this subject agreed by Full Council on 01 February 2018.

### 2. Background

2.1 The Council has expressed strong concern about the impact of certain aspects of the short term letting industry on the city. The Council has previously agreed a position calling for additional regulation of the sector, either through changes to planning classifications or the introduction of a licensing system. To achieve the objective of additional regulation, the Scottish Government would be required to take action to introduce legislation.

2.2 Any legislative process would take many months, if not longer, to deliver additional powers. Therefore, there remains an urgent imperative to ensure that existing powers available to the Council are being used to maximum effect.

2.3 Complaints about short term lets in the city are wide-ranging, but when considered at a strategic level cover a number of broad types. These include:

2.3.1 Impact on available housing supply within the city;

2.3.2    Erosion of sense of community in areas with dense concentrations of short term lets;

2.3.3    Short term letting is generally not suitable for tenement properties;

2.3.4    Properties which are used as short term lets may not reach the same safety standards as other types of visitor accommodation;

2.3.5    Noise and antisocial behaviour created by guests using short term lets;

2.3.6    Short term lets which operate on a commercial basis may not be paying rates or other council charges required.

2.4    Given the diverse nature of these broad types, the Council has been exploring data available to evidence the extent of concerns. Different regulatory regimes define short term lets in different ways. Breach of planning legislation and antisocial behaviour complaints are recorded, and provide the most reliable data. There are issues with respect to recording, as complaints can be received across multiple service areas. In the case of 2.3.1 and 2.3.2 the data is either simply not available or may be part of a more complex set of circumstances.

## 3.    Main report

**Short Term Letting**

3.1    The issue of short term letting is not new for the city. The last significant review of this area was the corporate response to short term lets referred to as 'Party Flats'. The Council's response to 'Party Flats' provides some insight to the options available to the Council, and these options are discussed below.

3.2    Short term letting has no statutory definition and can vary widely, from periodic lets such as those during the Festival period in August, to properties purchased and operated on a commercial basis all year round. In addition, some operators of short term lets continue to reside in the property (for example, an occupier renting out a room whilst they remain in residence) whereas other short term lets are solely occupied by visitors and not used as a place of residence.

3.3    There are reported to be in excess of 9000[i] properties being advertised on the Airbnb website, with growth likely to continue. Additionally, there are other platforms and websites that will offer similar opportunities for owners of residential properties to provide short term lets. Airbnb reports that 21% of the 9000 (1890 properties) operate in excess of 90 days per year. It is highly likely to that properties being offered in excess of 90 days are no longer being used as a main place of residence and may be operating on a commercial basis.

3.4    It is recognised that the precise scale and scope of the short term let industry in the city is unknown, because there is no requirement to register such a property with the Council. Whilst a significant market player, Airbnb is not the only platform of its type, and therefore the figures provided at 3.3 could reasonably be regarded as a conservative estimate of the total number of short term lets operating in the City.

3.5    The increase of short term lets within the City is believed to be having a direct impact on the availability of residential homes in the city. The most affected sector of the housing market is the private rented sector (PRS). There are over 60,000 PRS homes in the City, which represent a quarter of the city's housing. At present there is an estimated loss of 10% of the PRS sector in the city to short term lets. Further research is ongoing to better quantify the loss of PRS properties to the short term lets market and the impact of rent levels in the areas with the higher concentrations of short term lets.

**Key issues for the City**

3.6    The Council has become increasingly concerned about the impact of short term lets on the city. The working group has heard from officers and interested parties and, through debate and discussion, a number of conclusions appear to have emerged. These are summarised as follows:

3.6.1    It is recognised that the shared or collaborative economy has many positive aspects. Any measure taken should recognise the importance of visitors to the city's economy, in particular, providing additional accommodation during important times of the year, e.g. the summer festivals.

3.6.2    Where a home owner or occupier is renting out their entire property as a short term let for a limited period, this is not a significant concern. It is accepted that there is not a general concern about residents renting out their home for short periods of absence such as a family holiday.

3.6.3    Similarly, where a home owner or occupier is renting out a spare bedroom while remaining in residence, again this is not of significant concern.

3.6.4    The Council is concerned about the scale of short term lets where a property is offered for rent for significant periods of the year such that it is no longer used as a primary place of residence. Similarly, and often connected, is a concern that an owner or occupier is not living in the property and therefore not managing it adequately.

3.7    In relation to the concern outlined at paragraph 3.6.4 above, the working group has identified the following adverse impacts on the city which can no longer be sustained and require urgent action at local and national level:

3.7.1    Any short term let operating on a commercial basis, or with regularity, is no longer used as a residential home. The loss of a significant number of homes as a result is damaging the supply and affordability of housing in the City.

3.7.2    The majority of short term lets are in tenemental properties, concentrated in areas of the city which already have high demand for housing.

3.7.2.1    The concentration in certain areas is eroding the sense of community in some neighbourhoods.

3.7.2.2   Regular use of any tenement flat as a short term let is inconsistent with tenemental living, and often leads to ASB and undue nuisance to other residents.

3.7.3   The Council has concerns that the taxes and other charges paid by operators of short term lets do not reflect the burdens they create for Council services and resources.

3.7.4   The Council is concerned that there is no clear requirement for short term lets to adopt the level of protection to the public required in other types of accommodation, for example safety checks in the form of gas or electrical safety certificates.

**Existing powers available to the Council**

3.8   As Members will be aware, there is no specific regulatory regime for short term letting. The Council nevertheless has a range of powers which can be used to contain and address problems within the industry.  At present there are no powers which would allow the Council to license or demand registration of short term lets in the city.

3.9   The legislation available to the Council including enforcement powers:

a) Planning enforcement applies where planning permission is required but not obtained for a change of use of a property;

b) The Antisocial Behaviour Notices (Houses Used for Holiday Purposes) (Scotland) Order 2011;

c) Trading Standards and Environmental Health legislation applies where the Council can show that the person letting out the property is acting in the course of a business;

d) Legislation requiring businesses to obtain or pay for adequate non-domestic waste collection.

3.10   The working group has received briefings on some of the work undertaken by officers, e.g. a Planning Enforcement briefing, and has discussed the limitations of the powers available. It is time-intensive to obtain evidence necessary to support planning enforcement action. Such powers will not address all the issues presently encountered but by prioritising responses to enforcement enquiries and seeking imaginative use of the available powers a difference may be made.

3.11   It is proposed to transform the current approach to complaints by creating a virtual team tasked with prioritising dealing with these complaints. The Regulatory Services Manager will lead this team, with a team leader from Planning acting as a day to day manager. The following resources in terms of front line staff have been identified to contribute to the team:

a) Trading Standards;

b) Environmental Health;

c) Private Rented Services;

d) Planning;

e) Community Safety.

3.12    The virtual team will review all complaints received about short term lets and, where possible, identify and implement a response to address poor practice through any powers available to the Council. The team will also encourage good practice and assist in collecting intelligence on how the short term industry responds to this approach.

3.13    The team will ensure that a robust and consistent approach is used, should a short term let property fail to obtain the relevant planning permission etc. Where possible the team will identify a number of persistent and problematic cases to explore, using ASB notice powers as test cases. The team will prioritise enforcement activity in relation to those short term lets believed to be operating on a commercial basis. Members are asked to note that measures will be taken to ensure that frontline staff are fully aware of the approach.

3.14    Colleagues in waste services, supported by legal services, have been reviewing inappropriate presentation of waste and its cost to the Council. This work is ongoing and, where appropriate, will drive policy change:

3.15    Waste Services teams are exploring options to ensure that the council tax payer is not burdened by the cost of collecting commercial waste. This includes serving notices to ensure that commercial short term letting agents arrange appropriate waste collection contracts.

**Other steps available to the Council**

3.16    Planning guidance for businesses was revised in February 2016 to include specific reference to changing the use of a residential property to a business use, including 'short stay commercial visitor accommodation'.  Some activities within a residential property can be undertaken without requiring planning permission, but the guidance sets out issues which will be considered in deciding whether an application for a change of use is required (see Appendix 1).

It is recommended that the Planning Committee is remitted the task of reviewing and updating if necessary the abovementioned guidance to identify ways in which it can be strengthened.  Additionally, at present where cases come forward for planning permission they are not being dealt with under delegated powers but are instead being referred to the Development Management Sub-Committee for decision the short term let working group recommends that this approach continues.

3.17    In relation to paying VAT and other taxes, the Council has no powers as these areas are dealt with by central government functions. The short term working group has asked officers to develop an information sharing protocol with HMRC and

Revenue Scotland, to ensure that where evidence exists that a landlord is operating a commercial business then this is passed on for action as appropriate.

3.18    A recognised method of prompting responsible business is supporting an industry to adopt proportionate and effective methods of self-regulation. This can be underpinned by a dispute resolution mechanism or arbitration process. Whilst accepting that self-regulation has the limitation that businesses are required to opt in to any scheme, it would nevertheless set out a standard of conduct, and has potential to resolve low level complaints. It would also assist the Council to demonstrate that it has made significant efforts to respond to concerns about the short term lets sector, short of additional legislation.

3.19    In previous discussions with Airbnb and wider industry groups, it has been indicated that there is a willingness to discuss voluntary industry standards, which could be communicated to their hosts. Additionally, these groups have offered to discuss a limit on the number of days for which any property can be let, and a complaints resolution mechanism. It is accepted that these measures may not address all the Council's concerns, but this approach would nevertheless demonstrate that the Council is serious in working with the industry to do all possible whilst awaiting further legislation.

3.20    It is recommended that officers are instructed to develop a scheme of self-regulation on the points raised above. It is further recommended that officers continue to engage with the short term letting industry to develop a scheme of self-regulation which the industry would be encouraged to adopt voluntarily. Progress would be reported back to the short term let working group for scrutiny in the first instance by the end of 2018.

**Proposals for Scottish Government's consideration**

3.21    Taking into account the issues and proposed actions outlined above, it remains clear that the Council lacks specific regulatory powers which would allow it to effectively respond to all the issues currently faced by the City. Previous research has been reported to a number of committees offering comparison with how other major cities and tourist destinations have dealt with similar issues. This research has been updated and is attached at Appendix 3.

3.22    It is clear that, as pressures from the operation of short term lets mount on a city or region, the vast majority of major destinations have resorted to new or additional statutory powers. These powers typically impose a cap on the total number of properties used as short term lets, and/or a cap on the number of days that an individual property can be used as a short term let. The motivating factors are very similar to the issues faced by this council, namely a desire to protect the supply of residential homes and to minimise the disruption to local communities.

3.23    As set out earlier in this report, the Council has no ability to introduce legislation and therefore it would be for the Scottish Government to do so. There is clearly a need for a solution to this problem and the scale of the problem in Edinburgh is acknowledged by the report from The Expert Panel on The Collaborative Economy.

Any solution could be piloted in Edinburgh and may have relevance to other areas of the country. Officers have now met Scottish Government officials twice, and discussed the work of the group and potential responses from Ministers. On 10 July 2018 Scottish Ministers published their report in response to the Expert Panel. Whilst the report is still being considered by members of the working group, the Scottish Government has committed to setting up a 'Short Term Lets Delivery Group' and working closely with the City of Edinburgh Council to explore pilot solutions in Edinburgh and other local authorities. There is also a commitment to work with stakeholders to increase the data available about the sector.

3.24 The conclusions of the working group are that the Council request the Scottish Government give consideration to the range of options as detailed in the following paragraphs. These are slightly modified from the general terms of the motions agreed by Full Council in 2017.

3.25 The Council should first request that the Scottish Government introduces a discretionary licensing system for operators of short term lets. The Council would expect that each individual local authority could consider the relevance of the licensing system and choose whether to adopt the scheme in its area. At a minimum the licensing system must be capable of the following:

a) A licence will be both for the individual property and the owner or operator of that property;
b) Any owner or operator shall be fit and proper;
c) The local authority shall have the discretion within the licensing system to control or otherwise cap the number of properties licensed either across the local authority area or in specific areas of the local authority;
d) A licensed property must meet certain safety standards, e.g. gas appliances must be safety checked;
e) The location, character and suitability of properties will be relevant;
f) A licence will be required for anyone either operating a property on a commercial basis or in excess of 45 days.

3.26 The exact scope of any licensing system would ultimately be the decision of the local authority, and after consultation it is anticipated that a policy would be adopted to set out a local position. It is recommended that the preferred method of introducing a licensing system is by means of regulations introduced by Scottish Government under Section 44 of the Civic Government (Scotland) Act 1982. Amending the licensing system for HMOs under the Housing (Scotland) Act 2006 is the least preferred option, as this could have wider implications for unrelated housing matters, and the licensing scheme under the Act applies Scotland-wide. Failing this the Council would ask for fresh legislation as an alternative. Appendix 2 sets out in greater detail the legal background to the Council's preferred course of action.

3.27 The committee is asked to note that the short term lets working group has asked officers to undertake further work looking at the merits of a wider registration scheme for short term lets in addition to the licence requirements set out above.

One of the issues that the group wishes to explore is whether such a registration scheme could provide the means of ensuring the all operators of short term lets are 'fit and proper'. The group will consider whether this would be a proportionate measure to improve public safety.

3.28 Secondly, in relation to the Planning system, it would be useful for the Scottish Government to clarify and standardise where possible the definitions used across a range of legislation. Such guidance would assist efficient handling of planning enforcement cases.

3.29 Lastly, given the information available to the working group, a request should be made for Scottish Ministers to review the taxation of the short term let industry. The Council would want any incentives to take a residential property out of the housing market and use it as a short term let to be removed at the very least. Additionally, the relief offered to non-domestic rate payers should not result in short term let operators being exempt from paying a fair contribution for public services.

## 4. Measures of success

4.1 The volume of concerns about short term letting in the city decreases.

4.2 Using the above measures, the Council is able to strengthen its request to the Scottish Government for additional powers.

4.3 Positive aspects of short term letting such as hosts sharing their home are protected.

## 5. Financial impact

5.1 None directly as the costs will be contained within existing budgets with priority given to this work.

## 6. Risk, policy, compliance and governance impact

6.1 The measures set out in this report will be reported to the relevant committee of the Council for formal oversight and approval.

## 7. Equalities impact

7.1 None

## 8. Sustainability impact

8.1 None

## 9. Consultation and engagement

9.1 There have been a series of meetings with Airbnb and the UK Short Term Accommodation Association (STAA) including a meeting on 21 Jan 2018 with this working group.

## 10. Background reading/external references

10.1 [Scottish Expert Advisory Panel on the Collaborative Economy Report 2017](#)

10.2 [Scottish Government response to report of the Scottish Expert Advisory Panel on the Collaborative Economy](#)

**Paul Lawrence**

Executive Director of Place

Contact: Andrew Mitchell, Regulatory Services Manager

E-mail: andrew.mitchell@edinburgh.gov.uk | Tel: 0131 469 5822

## 11. Appendices

11.1 Extract from Planning Guidance for Businesses

11.2 Legal Background to proposed route for introduction of a licensing system

11.3 Other Cities' Approach to Categorising SSCVA

**Appendix 1**

Extract from Planning Guidance for Businesses (Feb 2016)

Changing a Residential Property to a Commercial Use (pages 6-7 of guidance)

What does this chapter cover?

Changes of use to:

• guest houses

• short term commercial visitor accommodation

• house in multiple occupation (HMOs)

• private day nurseries

• running a business from home

Short Term Commercial Visitor Accommodation

The change of use from a residential property to short term commercial visitor accommodation may require planning permission. In deciding whether this is the case, regard will be had to:

• The character of the new use and of the wider area

• The size of the property

• The pattern of activity associated with the use including numbers of occupants, the period of use, issues of noise, disturbance and parking demand, and

• The nature and character of any services provided.

What to consider if planning permission is required

Policy Hou 5 of the Edinburgh Local Development Plan

Sets out the exceptional circumstances when a use can be changed from housing.

Policy Hou 7 of the Edinburgh Local Development Plan

Sets out when uses will not be permitted in predominately residential or mixed use areas i.e. uses which would have a materially detrimental effect on the living conditions of nearby residents.

**APPENDIX 2: Legal Background to proposed route for introduction of a licensing system.**

1. **The Civic Government (Scotland) Act 1982 Part I, II and III,** (the 1982 Act) sets out provisions for setting up and administering licensing regimes to regulate various type of trading activity.

2. Currently the following activities may be licensed Taxis, Private Hire Cars, Taxi and Private Hire Car Booking Offices, Second Hand Dealers, Knife Dealers, Metal Dealers, Boat Hire, Street Traders, Market Operators, Public Entertainment, Indoors Sports Entertainment, Late Hours Catering, Window Cleaners, Skin Piercing and Tattooing and Sex Shops.

3. The majority of these activities are discretionary licensing systems under Section 9 of the 1982 Act and each local authority wishing to adopt the various licensing systems has to pass a resolution 'adopting' the licensing system and setting out the extent or scope of the system which will apply in their local authority area.

**Council's preferred method of introducing a new licensing system for short term lets.**

4. Section 44 of the 1982 Act gives Scottish Ministers the power by means of Statutory Instrument to introduce activities for which a licence will be required or activities which local authorities may resolve will require to be licensed in their areas to be covered by the Act.

   *Section 44 Additional activities.*

   *(1) The Secretary of State may, by order made by statutory instrument, designate any activity other than one of those specified in this Part of this Act—*

   *(a) as an activity for which, subject to a resolution of the licensing authority in relation to it under section 9 of this Act, a licence shall be required and which, subject to such a resolution, shall be regulated in accordance with the provisions specified in the order; or*

   *(b)a s an activity for which a licence shall be required and which shall be regulated in accordance with the provisions specified in the order.*

5. An order introduced under Section 44 (1) (a) introduces a licensing system which would be discretionary for that new activity and each local authority has therefore the discretion under Section 9 of the Act to decide whether to adopt a resolution to introduce a licensing system for that activity in their local authority area.

6. An order introduced under Section 44 (1) (b) introduces a licensing system which is mandatory for a new activity and each local authority must implement and administer

any such licensing system for that activity in their local authority area. Examples of licensing systems which have been introduced under this sub section of that Act and are mandatory are Skin Piercing and Tattooing and HMO licensing.

7. It is recommended that the council proposes that Scottish Government introduce an order under Section 44 (1) (a) of the 1982 which would allow local authorities discretion as to whether to introduce a licensing scheme in relation to short term lets as defined within the order.

**Council's alternate proposals of introducing a new licensing system for short term lets.**

8. Since the 1982 Act was passed and came into force the Act has been amended by primary legislation in the form of other Acts of Parliament to regulate additional activities under the Act. The most likely reason for using primary legislation to amend the Act is either to address an issue arising as part of a wider policy response or to allow greater parliamentary scrutiny of the proposed measures than the statutory instrument process would allow. Examples are as follows;

   a. Section 41 A of the 1982 Act which introduces mandatory licensing of Indoor Sport Events was inserted by the Fire Safety and Safety of Places of Sport Act 1987. This was a response to the Bradford football stadium disaster.

   b. Sections 27 A to S of the 1982 Act which introduces mandatory licensing of Knife Dealers was inserted by the Custodial Sentences and Weapons (Scotland) Act 2007. This was a response to violent crime and in particular knife crime.

   c. New Sections 45 A to E of the 1982 Act which introduces discretionary licensing of sexual entertainment venues was inserted by the Air Weapons and Licensing (Scotland) Act 2015. This was introduced to give discretionary powers to local authorities to licence lap dancing bars etc. These powers are awaiting commencement orders from the Scottish Government.

9. The Council's view is that if the Scottish Government's position is that regulations under Section 44 of the 1982 Act are not feasible then the 1982 Act should be amended at b the first available opportunity by means of primary legislation.

**Appendix 3: Other Cities' Approach to Categorising SSCVA**

| City | Source | Determining Commercial/Non Commercial |
|------|--------|----------------------------------------|
| Glasgow | RES 8 - Short-Stay Serviced Apartments<br><br>[Supplementary Guidance 10: Meeting Housing Need](#), page 12, Short Stay Serviced Accommodation | Dwelling houses remains in use as a house whether it is the sole or main residence of the occupants or not. This sets a context that a house being used on a short-term basis does not constitute a change of use, irrespective of the frequency of changes in household. Therefore, short-stay use within a house will not be deemed to require planning permission provided that it is occupied by a single household as defined in Class 9.<br><br>Where a flat is being used principally to provide short-stay accommodation, there may be a material change of use. In determining whether a proposed short-stay use would constitute a change of use, the Council will take account of the nature of services provided, such as cleaning or laundry, the size and context of the property and the frequency and length of short stays. |
| Amsterdam | http://www.iamsterdam.com/en/local/live/housing/rental-property/shortstay<br><br>https://www.dutchnews.nl/news/2018/01/amsterdam-other-eu-cities-urge-brussels-to-take-action-on-airbnb-data/ | Short stays of less than 7 days are prohibited in residential property. These visits are considered to be appropriate for hotels and bed and breakfasts and would be considered as a commercial use of a residential property. Some home exchange during holidays etc is allowed but it must be clear that the property is not being rented for money on a regular basis for short periods (60 days per year limit). This is changing to 30 days and a maximum of 4 people in 2019. To let a house out for a short stay if between 7 days and 6 months requires a permit and is considered a change of use. The number of permits is restricted to 10% of a district's housing supply and affordable housing tenants are not permitted to rent their homes as this would diminish the affordable housing supply for local residents.<br><br>Amsterdam spends €4m per year on policing holiday rental properties.<br><br>Amsterdam, along with Barcelona, Madrid, Vienna, Paris, Reykjavik, Krakow and Brussels, are lobbying the EC to demand that platforms such as Airbnb are legally obliged to share data with regulators. Airbnb currently only releases aggregated data and will release identifiable information |

| | | only on receipt of a court order. |
|---|---|---|
| Berlin | http://www.bbc.co.uk/news/technology-36185271<br><br>Law:<br><br>Zweckentfremdungsverbot - prohibition of improper use | Berlin considers the short term lease of more than 50% of a residential unit as a commercial use. To provide a short term lease a permit is required when:<br><br>- Is used for the purpose of the repeated rental of a holiday apartment or a tourist accommodation, in particular a commercial room rental or the installation of sleeping places;<br>- Is used for commercial or professional purposes;<br>- Is modified in such a way that it is no longer suitable for residential purposes;<br>- Is empty for more than six months<br><br>The law in Berlin discourages the change of use from a residential property into a commercial property. To strengthen this, the ban on short term leases on guest flats without a permit has been imposed. The law was relaxed in March 2018. A primary residence can now be rented out for an unlimited period and a second residence for up to 90 days. However, a license costing €250 is now required in all cases, and fines have increased fivefold to a maximum of €500k.<br><br>Berlin use dedicated staff who actively identify possible cases of unlicensed letting through a variety of methods. These include tip offs from neighbours and rental bicycles parked outside apartments. |
| San Francisco | http://sf-planning.org/office-short-term-rental-registry-faqs<br><br>(Transient Occupancy Tax 14%)<br><br>https://businessportal.sfgov.org/start/starter-kits/short-term-rental | Residential properties can be let without planning permission up to a limit of 90 days per year if you obtain a Short-Term Residential Registration for an entire unit and unlimited number of days for partial unit. To be eligible to register you must:<br><br>- You must be the permanent resident of the residential unit that you wish to rent short-term and can only register one unit.<br>- You must obtain a San Francisco Business Registration Certificate from the San Francisco Business Portal. From January 2018, there is a fine of $1k per day for non-registered properties.<br><br>This Short-Term Residential Registration allows owners to advertise their unit on hosting platforms such as Airbnb and costs a fee. Anyone in San Francisco who earns rent from a short-term residential rental is considered a business and may owe taxes. You must obtain a Business Registration |

| | | Certificate and pay applicable taxes to the local authority and register with the Office of Short-Term Rentals. |
|---|---|---|
| London (City of Westminster) | https://www.westminster.gov.uk/short-term-letting | If providing short term lets amounting to more than 90 nights per year cumulatively you will require planning permission for a Change of Use.<br><br>A short term lease of less than 90 days per year does not require planning permission. This only applies to domestic properties paying Council Tax. |
| Manchester | http://www.manchester.gov.uk/info/10084/private_landlords_information/5674/licences_for_privately_rented_accommodation/1 | Report from 2008 Committee includes options to address emerging problem of short term lets. Options include:<br>• Planning conditions used to restrict use of new apartments to private dwellings;<br>• Review of core strategy policies in relation to residential provision; and<br>• Promoting local legislation. |
| Paris | http://qz.com/876984/airbnb-is-gradually-losing-one-of-its-biggest-advantages-over-hotels/<br><br>https://www.theguardian.com/travel/2016/mar/31/airbnb-in-paris-to-warn-hosts-over-illegal-listings | Paris and other cities in France regard the short term let of a property for more than 120 days per year a commercial property. Properties leased through Airbnb must also collect the same nightly tourist tax paid by hotels.<br><br>To provide short term lease from your property for more than 120 days per must apply for a change of use permit and register it as a commercial property.<br><br>From December 2017, all lets must be registered with the government and display a license number when advertising. The French government has taken Airbnb to court for displaying unregistered adverts. The court date is 12 June 2018. |
| Reykjavik | http://grapevine.is/news/2016/06/05/new-airbnb-law-approved-by-parliament/ | Residents can rent out their property for up to 90 days a year without needing an operation licence from the state. At the same time, the gross income from renting out their property cannot exceed 1 million ISK. |

| | | If a renter exceeds the 90 day limit, or if their earnings from it exceed 1 million ISK, the county seat may opt to de-register the property's permit to operate as an AirBnB. Fines for offences can range from anywhere from 10,000 ISK up to 1 million ISK. |
|---|---|---|
| Denmark | https://www.bbc.co.uk/news/business-44166174 | Maximum rental period of 70 days per year. The Danish government has negotiated an agreement with Airbnb whereby it will automatically report homeowners' rental income to the Danish tax authorities. |
| Palma | https://www.bbc.co.uk/news/world-europe-43878007 | Flat owners will be banned from renting out their properties from July 2018. |
| Barcelona | https://www.citylab.com/life/2018/06/barcelona-finds-a-way-to-control-its-airbnb-market/562187/ | From 1 June, city officials will be able to access Airbnb data on where apartments are located and who the owner is. They will be able to track host ID numbers to verify they do have permission from the city. Strong enforcement of short stay rentals by Barcelona appears to have spurred Airbnb into this arrangement. |

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[i] Figures from July 2017

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

# Sale and Use of Fireworks

| | |
|---|---|
| **Item number** | 7.3 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | Citywide |
| **Council Commitments** | 51 |

## Executive Summary

After considerable disturbance and anti-social behaviour linked to Bonfire Night 2017, Motions were approved at the City of Edinburgh Council meeting on 23 November 2017.

This report discharges these Motions, gives information on current joint working and planned future initiatives.

# Report

## Sale and Use of Fireworks

## 1. Recommendations

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

1.1.1 Notes that a city-wide Community Improvement Partnership (CIP) has been formed to minimise future disturbance around Bonfire Night;

1.1.2 Notes that the Leader of the Council wrote to the Minister for Business, Energy, and Industrial Strategy, calling on the UK Government to review the rules governing the sale of fireworks on 22 March 2018 and notes the response from Andrew Griffiths, Minister for Small Business, Consumers and Corporate Responsibility, dated 16 April 2018; and

1.1.3 Notes that the Leader of the Council wrote to the Cabinet Secretary for Justice regarding the misuse of fireworks on 22 March 2018 and notes the response from Annabelle Ewing, Minister for Community Safety and Legal Affairs dated 19 April 2018.

## 2. Background

2.1 On 5 November 2017 over 250 calls required emergency service attendance regarding dangerous use of fireworks and anti-social behaviour. Fireworks were reportedly thrown, resulting in serious injury to at least one police officer. Property was damaged and residents left disturbed and feeling unsafe, both within and outside their homes.

2.2 While the total number of fireworks calls (160) was actually down on the previous year, the incidents were nonetheless serious. A detailed breakdown of the Police recorded incidents is attached at Appendix 1. Included in the Police report are instances of significant disorder.

2.3 Motions by Councillors Day, Lang and Brown at the City of Edinburgh Council Meeting on 23 November 2017 reflected widespread concerns about the events of 5 November 2017 at many locations city-wide.

2.4 The Council has two main regulatory roles in respect of fireworks:

2.4.1 enforcing product safety rules controlling which fireworks may be sold to the public; and

2.4.2 ensuring that retailers satisfy their health and safety duties to ensure safe storage.

2.5 The Council also works with partners to ensure a joined-up approach to managing events on and around 5 November.

# 3. Main report

### Legislation

3.1 Regulation of the sale of fireworks is regarded as a consumer safety issue and as such is reserved to the UK Parliament. The Council's regulatory roles are outlined in paragraph 2.4. There are currently substantial controls on fireworks, covering types, sales, storage and use.

### Categorisation of Fireworks

3.2 As required by the Pyrotechnic Articles (Safety) Regulations 2015, all fireworks offered for sale must carry a CE mark to show that they are safe and conform to European safety standards. In addition, all fireworks must fall into one of four categories.

3.2.1 Category F1 – Very low hazard, for use in confined areas including domestic buildings (i.e. indoor fireworks);

3.2.2 Category F2 – Low hazard, for outdoor use in confined areas (i.e. garden fireworks);

3.2.3 Category F3 – Medium hazard, for outdoor use in large open areas (i.e. display fireworks); and

3.2.4 Category F4 – High hazard, for use only by persons with specialist knowledge (i.e. professional fireworks).

### Sale of Fireworks

3.3 Category F1 fireworks may not be sold to anyone under 16. Category F2 and Category F3 fireworks may not be sold to anyone under 18. Category F4 fireworks are for professional use only and may not be sold to the general public.

3.4 Certain types of fireworks such as bangers, mortar shells, air bombs and firecrackers must not be sold to the public, as they are considered to be child-appealing or simply too dangerous. Such fireworks have been banned since 1998.

3.5 Anyone wishing to supply fireworks all year round and not just in the permitted periods requires to be licensed as detailed within the Fireworks Regulations 2004. No one in Edinburgh holds or has ever held a licence for year-round supply. The periods when selling without a licence is permitted are:

3.5.1 15 October to 10 November inclusive;

3.5.2 26 December to 31 December inclusive;

3.5.3   On the first day of the Chinese New Year and the three days immediately preceding it; and

3.5.4   On the day of Diwali and the three days immediately preceding it.

3.6   In 2017 there were 34 Edinburgh traders licensed by the City of Edinburgh Council for storage allowing the time limited sale of fireworks during the permitted periods. The licence covers storage up to 2,000kg.

3.7   The licensing authority may refuse an application for a storage licence where:

3.7.1   The proposed site or place of proposed storage is unsuitable, or

3.7.2   The applicant is not a fit person.

3.8   Online sales of fireworks are regulated by Trading Standards in the same way as conventional sales.  While the level of internet sales is difficult to gauge, there is little evidence to suggest that it is widespread.

**Controls on use of fireworks.**

3.9   There are further criminal offences relating to fireworks that can only be enforced by the Police:

3.9.1   Possessing fireworks in a public place if under the age of 18; and

3.9.2   Setting off fireworks in the street or public place. However, this does not preclude setting off fireworks in a park where safe to do so.

3.10   The Fireworks (Scotland) Regulations 2004 prohibits letting off fireworks between 11pm and 7am, except for Hogmanay, Diwali, and Chinese New Year when fireworks may be used until 1am.  On 5 November the curfew to use fireworks is midnight - although the Council can authorise displays outwith these times, e.g. during the Edinburgh Military Tattoo.

**UK and Scottish Government Positions**

3.11   It may be of interest to note that the Fireworks Act 2003 resulted from a Private Members Bill which originally included a proposal to ban the sale of fireworks to the public.  In order to secure Government support for the Bill, this proposal to ban sales to the public was dropped.

3.12   As recently as 29 January 2018 Westminster debated e-petition 201947, requesting the UK Government to "Change the laws governing the use of fireworks to include a ban on public use".  In response the Government stated, "Government takes the issue of firework safety very seriously.  There is legislation in place that controls the sale, use and misuse of fireworks; we have no plans to extend this further".

3.13   In his letter of 16 April 2018, attached at Appendix 3, Andrew Griffiths MP, Minister for Small Business, Consumers and Corporate Responsibility, referred to the recent Westminster fireworks debate.  He states "Following the debate, I still believe the current fireworks regulations strike the right balance between the enjoyment of fireworks by consumers and limiting their potential misuse.  There are no plans at

the moment to review the regulations with regard to placing further restrictions on the sale of fireworks".

3.14 In her letter of 19 April 2018, attached at Appendix 2, Annabelle Ewing MSP, the then Minister for Community Safety and Legal Affairs, states "The Scottish Government is presently looking at the impact of fireworks and bonfires on our ambition for safer communities. As part of this, I have invited Her Majesty's Fire Service Inspectorate and Her Majesty's Inspectorate of Constabulary to look at the impact on emergency personnel including any perceived gaps in the legislation. My officials would be happy to meet with officers from City of Edinburgh Council to discuss this matter".

3.15 On 12 June 2018 a meeting took place with Scottish Government officials, who were very concerned and interested to learn more of the difficulties faced by emergency services and residents from the recent reckless abuse of fireworks. Whilst acknowledging the boundaries of responsibilities with elements reserved to Westminster, these officials undertook to review what lessons may be learned and whether any new options may be employed to tackle such unacceptable and antisocial behaviour. Recognising that a relatively small number of individuals are at the core of such behaviour, consideration will be given to encouraging the diversion of this group into other activities on key dates as well as a review of more punitive options.

**Citywide Bonfires CIP**

3.16 In order to ensure a coordinated approach in preparation for Bonfire Night 2018, a Citywide CIP has been formed to bring together relevant partners from the Council, NHS, and emergency services. Chaired by the Council's Community Safety Manager, this thematic CIP will report progress to the Edinburgh Community Safety Partnership as well as reporting progress to Committee.

3.17 The CIP Terms of reference are attached at Appendix 4.

3.17.1 The remit includes:

3.17.1.1 Reviewing the events of Bonfire Night 2017 so that lessons learned can inform the work of the group;

3.17.1.2 Developing a co-ordinated partnership approach to the planning and preparatory work for Bonfire Night 2018; and

3.17.1.3 Working collaboratively to reduce the risk of injury/death to individuals participating in bonfire and fireworks activities, and to partners and the wider public.

3.17.2 Workstreams include:

3.17.2.1 Intelligence gathering and information sharing;

3.17.2.2 Planning and practical preparation; and

3.17.2.3 Communication with local communities.

3.18 All actions in support of the CIP Workstreams are detailed in a Thematic Action Log, attached as Appendix 5. Shirley McLaren, Community Safety Manager, is Chair of the CIP and lead officer for the Council on this project.

3.19 In 2018, Trading Standards Officers will visit and inspect all premises licensed for the storage of fireworks ahead of Bonfire Night. It is intended that they will be accompanied by the Police and Fire Services in order to emphasise the importance of compliance with all firework legislation around sales and storage. More recently the Fire Service, having adopted a more risk based approach, had not always accompanied the Trading Standards Officers. Given the events of last year the risks have been revisited and officers are reinstating the approach of previous years.

## 4. Measures of success

4.1 Reduced levels of vandalism, antisocial behaviour, and violence around Bonfire Night in 2018 and future years.

## 5. Financial impact

5.1 There is no direct financial impact on the Council. All costs are contained within existing budgets.

## 6. Risk, policy, compliance and governance impact

6.1 The Council has a duty to licence fireworks suppliers and intends to work with partner agencies to ensure appropriate storage and sale of fireworks and to promote community safety.

## 7. Equalities impact

7.1 There is no adverse impact on the public-sector equalities duty. The service will be developed in line with best practice and be designed to ensure that the interests of tenants, including vulnerable users, are safeguarded.

## 8. Sustainability impact

8.1 There is no environmental impact arising from the contents of this report.

## 9. Consultation and engagement

9.1 There has been no consultation or engagement relevant to this report.

## 10. Background reading/external references

10.1 [Minutes of City of Edinburgh Council meeting 23 November 2017](#)

10.2 [Petitions.parliament.uk/petitions/201947](#)


**Paul Lawrence**

**Executive Director of Place**

Contact: Shirley McLaren, Community Safety Manager

E-mail shirley.mclaren@edinburgh.gov.uk | Tel: 0131 529 5035


## 11. Appendices

Appendix 1: Police analysis highlighting the location and nature of firework related calls for the past three years.

Appendix 2: Letter from Annabelle Ewing MSP, Minister for Community Safety and Legal Affairs

Appendix 3: Letter from Andrew Griffiths MP Minister for Small Business, Consumers and Corporate Responsibility

Appendix 4: Terms of reference – Bonfire CIP

Appendix 5: Citywide CIP – Thematic Action Log

**Appendix 1**

| E Division Firework Calls | | | |
|---|---|---|---|
| Year | **2017** | **2016** | **2015** |
| Total Calls | 160 | 324 | 233 |

| E Division worst areas for Firework Calls by Beat / Ward Area | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **2017** | | | **2016** | | | **2015** | | |
| Craigentinny Restalrig and Lochend | ED30 | 19 | West Pilton | NF07 | 53 | Broomhouse Saughton and Stenhouse | PW52 | 27 |
| Portobello and Joppa | EC33 | 15 | Broomhouse Saughton and Stenhouse | PW52 | 33 | Craigentinny Restalrig and Lochend | ED30 | 22 |
| Broomhouse Saughton and Stenhouse | PW52 | 14 | Craigentinny Restalrig and Lochend | ED30 | 22 | Liberton/Gilmerton | SE41 | 13 |

Although the total amount of fireworks calls received in 2017 saw a reduction from the 2016 total, the nature, seriousness and dynamics of these calls increased. The following examples highlight the issues experienced by police while dealing with these some of these calls.

On 5 November 2017, the police attended in Loganlea Gardens, Edinburgh (ED30) regarding a report of youths throwing fireworks. On arrival 50+ youths attacked police and fireworks were thrown at police vehicles causing officers to withdraw due to safety concerns. These youths then embarked on a spree of disorder and property destruction, including throwing fireworks at passing vehicles and driving a stolen vehicle on to a bonfire and setting alight a further two vehicles very close to open gas works.

Subsequent enquiries confirmed the damage to the three vehicles and infrastructure in the area totalled approximately £40,000.

At around the same time police began to receive numerous calls to the West Pilton area regarding youths in possession of fireworks. On police arrival they immediately came under bombardment from bricks and fireworks and a Police Sergeant was seriously injured after being struck in the chest/neck by a firework. Due to the level of disorder being experienced officers and vehicles were withdrawn from the immediate area.

The police presence was maintained until the youths dispersed themselves with the only damage caused to police vehicles and personnel.

The level of violence displayed and the overall cost of the damage received a significant amount of national and local media coverage the following day.

Due to the seriousness of all these incidents two police enquiry teams were established to try and identify those person involved. These officers viewed over 60 hours of CCTV footage and carried out extensive enquiries in the community, schools and on social media. This resulted in 15 suspects being identified and reported to either the Procurator Fiscal or Children's Reporter.

After these events Community Officers worked closely with the City of Edinburgh Council and other partners to have the physical appearance of the area returned to normal as soon as possible. The three burnt out vehicles and damaged street furniture were all cleared within two days.

Local Elected Members were updated throughout these events, resulting in some of them lobbying the UK Government requesting that the current firework legislation be reviewed.

| E Division ASB Calls | | | |
|---|---|---|---|
| Year | **2017** | **2016** | **2015** |
| Total Calls | 1402 | 1244 | 1133 |

| E Division worst areas for ASB Calls by Beat / Ward Area | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **2017** | | | **2016** | | | **2015** | | |
| Southside Corridor and Dumbiedykes | SN37 | 68 | Sighthill/Gorgie | PW51 | 58 | Calders Area | PW53 | 45 |
| Craigmillar | EC35 | 60 | Marchmont | SM46 | 57 | Craigmillar | EC35 | 44 |
| Moredun | SE41 | 52 | Leith | NL27 | 54 | Leith | NL27 | 40 |

As can be seen from the data listed above there was an increase in ASB calls during this same period and although there was a reduction in Firework calls, these ASB calls can still be linked to the overall disorder experienced during this period, as not all calls listed would be classed as firework related unless it was directly mentioned by the caller (i.e a call re youths causing a disturbance in the street would not be classed as a firework call unless caller specifically stated they were using fireworks).

**Appendix 2**

Minister for Community Safety and Legal Affairs
Annabelle Ewing  MSP

Scottish Government
Riaghaltas na h-Alba
gov.scot

T: 0300 244 4000
E: scottish.ministers@gov.scot

Councillor Adam McVey

Email:  adam.mcvey@edinburgh.gov.uk

Our ref:   2018/0011349
19 April 2018

Dear Adam,

Thank you for your letter of 22 March, to the Cabinet Secretary for Justice, Mr Michael
Matheson,  regarding  the misuse of fireworks. As this subject falls within my Ministerial
portfolio, I have been asked to respond.

As you have noted, the UK Government at Westminster has responsibility for the sale and
possession of fireworks.  The Scottish Government has responsibility for legislation on the
use of fireworks, and can make regulations on where and when fireworks can be used and
on the operation of public fireworks displays.

The incidents in Edinburgh last year are very serious and I can assure you that Scottish
Ministers recognise concerns about the antisocial and violent use of fireworks.
It is for this reason the Fireworks (Scotland) Regulations 2004 restrict when fireworks can be
set off: it is illegal to let off fireworks between 11.00 pm and 7.00 am except on the four
nights of the year when fireworks are used in traditional or cultural events.

On 5 November the use of fireworks must stop at midnight, while on Hogmanay, Chinese
New Year and Diwali, the deadline is 1.00 am.

The Scottish Government is presently looking at the impact of fireworks and bonfires on our
ambition for safer communities. As part of this, I have invited Her Majesty's Fire Service
Inspectorate and Her Majesty's Inspectorate of Constabulary to look at the impact on
emergency service personnel including any perceived gaps in the legislation.

My officials would be happy to meet with officers from City of Edinburgh Council to discuss
this matter. If this would be welcome please contact Gordon Paterson, Head of Building

Scottish Ministers, special advisers and the Permanent Secretary are covered by
the terms of the Lobbying (Scotland) Act 2016.  See www.lobbying.scot

St Andrew's House, Regent Road, Edinburgh  EH1 3DG
www.gov.scot

INVESTOR IN PEOPLE          POSITIVE ABOUT DISABLED PEOPLE

Safer Communities and Cashback, gordon.paterson@gov.scot who would be happy to discuss further.

Yours sincerely

**Annabelle Ewing**

Department for
Business, Energy
& Industrial Strategy

Andrew Griffiths MP

Department for Business, Energy &
Industrial Strategy
1 Victoria Street
London
SW1H 0ET

T    +44 (0) 20 7215 5000
E    enquiries@beis.gov.uk
W    www.gov.uk

Councillor Adam McVey
Leader of the City of Edinburgh Council
City Chambers
High Street
Edinburgh
EH1 1YJ

Our ref:  MCSL2018/07973/gh

16  April 2018

Dear Cllr McVey

Thank you for your letter of 22 March 2018 addressed to the Rt.Hon. Greg Clark MP about the regulation of fireworks sales. I am replying as this issue falls within my Ministerial portfolio.

Clearly, this is an important issue and there is a need to ensure that appropriate measures are in place to prevent anti-social behaviour associated with the sales of fireworks.  The use and discharge of fireworks is a devolved matter and comes under the Fireworks (Scotland) Regulations 2004 and there are, therefore, a number of powers that are already within the competence of the Scottish Government, which allow for the restrictions on the use of fireworks.

Under the Scotland Act 1998, the regulation of the sale and supply of goods and services to consumers and product safety and liability is reserved.  The regulation of these matters is therefore covered by the Fireworks Regulations 2004 and the Pyrotechnic Articles (Safety) Regulations 2015, which are the responsibility of the Department for Business, Energy and Industrial Strategy.

Current legislation protects people from those who wilfully misuse fireworks. Section 80 of the Explosives Act 1875 prohibits throwing fireworks in, or into, public places and onto public roads.  The police have powers to enforce this and anyone found guilty is currently liable to an unlimited fine.  The police can also issue on-the-spot fines of £90 to persons aged over 18 committing this offence.

There are already strict guidelines in place for the private use of fireworks, and legal penalties for individuals who use them irresponsibly. The existing legislation limits the sale of fireworks, provides specific curfews for their use, sets maximum allowable noise levels and sets strict penalties, including possible imprisonment, in certain circumstances.

Regarding licensing, as you are aware, the sale of fireworks is limited to seasonal periods under the 2004 Fireworks Regulations unless a retailer is specifically licensed to sell outside these periods.  Without a licence, retailers can only sell fireworks from 15th October to 10th November (27 days); the 3 days prior to and including Chinese New Year, Diwali; and the 6

days up to and including New Year. At other times you can only buy fireworks from licensed shops. To obtain a licence issued by the local authority it is subject to meeting strict criteria and there is already a penalty in place for not doing so which is an unlimited fine and/or up to 6 months prison.

Indeed, a number of agencies have powers to tackle unregistered sellers or protect the public from the misuse of fireworks including the police, local authority environmental noise teams and Trading Standards.

I believe the best way to continue to reduce the distress caused by fireworks is to work with industry, retailers and others to promote the safe and responsible use of fireworks through guidance and public education and to ensure that appropriate action is taken against those that break the rules.

I have recently attended a debate on fireworks which was an opportunity for the views of the House to be heard. The issues were explored fully with more than 20 Members contributing to a lively and knowledgeable debate. Following the debate, I still believe the current fireworks regulations strike the right balance between the enjoyment of fireworks by consumers and limiting their potential misuse. There are no plans at the moment to review the regulations with regard to placing further restrictions on the sale of fireworks.

While I understand the serious issues that can arise associated with the improper use of fireworks, I would suggest that you consider working with the Scottish Government and local agencies to identify what measures can be adopted within the current devolution settlement in order to tackle this issue.

I hope you find this response helpful.

Yours sincerely

**ANDREW GRIFFITHS MP**
Minister for Small Business, Consumers & Corporate Responsibility

Appendix 4 Terms of reference – Bonfire CIP

# Terms of reference – Bonfire CIP

## INTRODUCTION

During Bonfire Night 2017, fireworks caused substantial damage to property in the east of Edinburgh. In addition, the north of Edinburgh experienced high levels of violence and antisocial behaviour. Police officers and members of the public were targeted with fireworks and a police officer sustained a serious injury as a result.

Across the City, over 250 calls were made to the emergency services which required attendance.

Protecting communities from harm during Bonfire Night in 2018 and beyond, is a priority for partners and a collaborative approach is being adopted through this CIP to work to reduce the levels of vandalism, antisocial behaviour and violence which occurred on 2017's Bonfire Night.

The City of Edinburgh Council meeting on 23 November 2017 included Motions on fireworks and Bonfire Night from elected members. These Motions (item 12 from the [Minutes of the meeting](#)) will be addressed by this CIP.

## REMIT

To review partners' activity in the lead up to and during Bonfire Night 2017.

To review the events of 2017's Bonfire Night for example, firework use, levels of violence and antisocial behaviour, extent of vandalism, and damage to the environment, so that lessons learned can inform this group going forward.

To develop a co-ordinated partnership approach to the planning and preparatory work for Bonfire Night 2018, to help minimise the incidents of antisocial behaviour and vandalism.

To work collaboratively to reduce the risk of injury/death to individuals participating in bonfire and fireworks activities, and to partners and the wider public.

To respond to the Council Motion raised at the City of Edinburgh Council meeting on 23 November 2017 (item 12, Motion 1 from the [Minutes of the meeting](#)) which requires that the Chief Executive report to the February meeting of the Corporate Policy and Strategy Committee on:

- working with the Scottish and Westminster Governments to consider options for better control of the sale of fireworks to individuals; and
- encouraging organised and licensed community firework and bonfire events.

To support the Council Motions raised at the City of Edinburgh Council meeting on 23 November 2017 (item 12, Motions 2 and 3 and Amendment to Motion 3 from the [Minutes of the meeting](#)) in which the Council:

- agrees to work in conjunction with our emergency services colleagues to assist where practical in helping to identify those responsible in respect of behaviour unbecoming of this fine capital city;
- agrees to work in conjunction with emergency services ahead of next year to assist where practical to prevent a repeat of a plethora of incidents that caused damage to personal property of local residents and left a series of public parks with scorched areas together with debris from unsolicited bonfires;
- agrees to work with the emergency services ahead of next year's Bonfire Night to prevent incidents which cause injury to people and/or damage to property; and

- recognises that though restricting fireworks further may prevent these exact incidents happening in future, there is a wider need to address the antisocial behaviour that lies behind these incidents.

**WORKSTREAMS**

Intelligence gathering and information sharing – partners to share their intelligence, experiences and evidence from 2017 Bonfire Night and apply lessons learned in 2018.

Planning and practical preparation – partners to agree a co-ordinated approach to Bonfire Night and firework use for 2018 so that violence, antisocial behaviour, vandalism and the risk of death/injury is reduced, and damage to the environment minimised.

Council Motion responses – to respond to committee in May 2018 on the outcomes of discussions with Westminster Government

Communication with local communities – to promote community safety and the safe use of fireworks around Bonfire Night via a partner co-ordinated social media campaign, and through liaising with community groups and residents associations including Edinburgh Tenants Federation.

**MEETING AND CHAIRING ARRANGEMENTS**

This thematic CIP is chaired by the Council's Community Safety Manager, with progress reported to the Edinburgh Community Safety Partnership. Full responses to the Council Motions will be provided to the relevant committees.

**CIP MEMBERSHIP**

Shirley McLaren, Community Safety (Chair)

Becky Cropper/Susan Carson, FHSS, North West

George Norval, Housing, North West

Darren Ryan, Transport & Environment, North East

Scott Watson, FHSS, North East

Paul Hutton, Planning and Transport, South West

Paul Baxter, Environmental Wardens, South East

Gillian Geany, Police Scotland

Peter O'Brien/Bruce Nisbet, Scottish Fire & Rescue Service

Colin Baxter, Trading Standards

Linda Irvine, NHS

Suzan Ross, Community Justice (support)

Representatives from other areas may be invited to attend the CIP to address specific issues arising.

**Appendix 5**

**Citywide CIP; Bonfires – Thematic Action Log – updated 24 May 2018**

| | Theme | Evidence | Description of Tasks | Owner | Timescale | Updates and Comments |
|---|---|---|---|---|---|---|
| 1 | Information sharing | Police Scotland data | 1. Call data and offences from 2015 to be shared with the group<br>1.<br>2. **Action – prepare data summary/analytical report for group**<br>2. | **Gillian Geany** | Early June 2018 | Hotspot ASB & fireworks data shared with group<br><br>Police Scotland preparing data summary and will make available to group. Analytical report will include SFRS data. |
| | | High level of evidence required to prosecute | 3. Partners to share intelligence to increase awareness of challenges<br>3.<br>**4. See activity under planning and preparation**<br>**5.** | **All partners** | Ongoing | |
| | | | 4. PRS referrals for Bonfire Night/fireworks antisocial behaviour/violence/vandalism to be escalated upwards from PRS<br>6.<br>5. Where persons of interest identified are young people, to liaise with the Young People's Service re. appropriate measures/actions<br>7.<br>6. **Action – Steve Harte (Young People's Service) to be invited to next meeting**<br>8.<br>7. **Action - Refer to Council/Police Scotland SLA to ascertain any indicators/performance reporting required for fireworks, PRS and young people** | **Suzan**<br><br>**Shirley McLaren** | May 2018 | Gill advised that Youth Sergeant has no influence over the outcome of a person referred to a service under the PRS |

| 2 | Planning and preparation | e.g. use of CCTV, concierge reports, special uplift amnesty | • Explore effective and efficient ways to identify, collect and dispose of accumulations in run up to and during Bonfire Night<br>9. | | | |
|---|---|---|---|---|---|---|
| | | | **8. Action - Email to go to FHSS managers to request that bonfire/fireworks safety planning be included as standing agenda item at local CIPs with following:**<br>**10.**<br>1. Suggest briefings to concierge, task force, housing officers, Environmental Wardens, FHSS, any other relevant staff re. reporting intelligence to locality and police<br>2. Consider what resources are available for bonfire night/uplifts/local communication<br>3. Advise each local CIP to scope their requirements and feed back to this thematic CIP to assist with planning<br>**11.** | **Shirley McLaren** | May 2018 | **Action complete** - email sent to FHSS managers 6 April 2018 requesting feedback to May CIP |
| | | | **9. Follow up action - further email to FHSS managers copying in locality managers re. issues listed above, ensuring bonfire/fireworks issues on local CIP agenda**<br>**12.** | **Shirley McLaren** | | **Update -** follow up email sent 24 May 2018 |
| | | | • **Action – local CIPs to produce action plan detailing planned activity in preparation for bonfire night e.g. to tackle local hotspots, to explore provision for young people previously involved in firework/bonfire related ASB etc**<br>13. | **Rep from each local CIP** | Local CIPs to respond to Shirley McLaren by 19 June 2018 | |

| | | | | | |
|---|---|---|---|---|---|
| | | • **Action - local CIPs to ascertain their available resources to carry out their action plan activities, identify where gaps exist and what resources are required to plug gaps**<br>    14. | **Rep from each local CIP** | Respond to SM by 19 June 2018 | |
| | | • **Action - liaise with waste services on support they can provide eg staff resources, special uplift/commercial vehicle recycling amnesty** | **Andy Hunter** | June 2018 | **Update** – email sent by AH to Waste/cleansing services re amnesty, action plan, availability of staff resources, CIP involvement |
| | | • **Police Scotland to feed back on their resource availability** | **Gill Geany** | 26 June 2018 | **Update** –Police Scotland meeting taking place in June re resources |
| | | • Consider whether other localities can recruit private sector contractors to assist with accumulations<br>15. | **Localities** | After scoping exercise | Localities may consider as part of their scoping exercise but preference to resolve in house |
| | | • Explore whether RSLs may be willing to assist with clean ups<br>16. | **Localities** | By Sept 2018 | Based on local arrangements and RSL property locations |
| | | • Explore whether CCTV could be used to support patrols in lead up to and during Bonfire Night 2018<br>17. | **Localities** | By Sept 2018 | CCTV camera(s) requests to be submitted through the local CIPs by September 2018 |
| | | • Consider whether community assets e.g local businesses, recycling companies, other public services e.g Lothian Buses, can support the bonfire/fireworks safety campaign through contributing resources (machinery, skips, heavy transport for waste disposal)<br>18.<br>• **Action – liaise with Community Development re potential for this** | **Suzan/ Shirley** | To be explored after resource availability/ localities requirements identified | Businesses contributing would benefit from positive local publicity, also opportunity to recycle items dumped/donated |

| 3 | Council Motion 1 response | | • "Chief Executive to report to Corporate Policy & Strategy Committee on:<br>19.<br>- working with Scottish and Westminster governments to consider options for better control of the sale of fireworks to individuals; and<br>- encouraging organised and licensed community firework and bonfire events"<br>**20.**<br>• **Action complete**<br>21. | **Colin Baxter** | | **Action complete** - committee report for April/May committee drafted and with Andrew Mitchell for authorisation<br><br>**Update** – report in draft form – committee date tbc |
|---|---|---|---|---|---|---|
| | Council Motion 2 response | | • "Council agrees for the Leader of the Council to write to the Cabinet Secretary for Justice and the Secretary of State for Business, Innovation & Skills to express the Council's support for both reviews so new measures can be considered and, where possible, implemented before 5 November 2018" – **Action complete**<br>**22.** | **Colin Baxter** | | **Action complete** - letters sent to both Cabinet Secretary for Justice and to Sec of State for Business, Energy & Industrial Strategy<br><br>**Update** – responses to letters received. Letter from Scottish Govt. includes invitation to meet to discuss matter further. Meeting date tbc |
| | Support for Council Motion 3 | Addressed by intelligence and information sharing between partners | • Work in conjunction with emergency services colleagues to assist where practical in helping to identify those responsible in respect of behaviour unbecoming of this fine capital city<br>**23.** | **All partners** | Ongoing | Also addressed under section 1 (escalation upwards from PRS referrals, liaison with Young People's Service) |
| | | Addressed by partnership co-ordination under this CIP | • Work in conjunction with emergency services ahead of next year to assist where practical to prevent a repeat of a plethora of incidents that caused damage to personal property of local residents and left a series of public parks with scorched areas together with debris from unsolicited bonfires<br>24. | **All partners** | Ongoing | |

| | | This CIP | • Work with the emergency services ahead of next year's Bonfire Night to prevent incidents which cause injury to people and/or damage to property 25. | **All partners** | Ongoing | |
|---|---|---|---|---|---|---|
| | | This CIP | • Recognise that though restricting fireworks further may prevent these exact incidents happening in future, there is a wider need to address the antisocial behaviour that lies behind these incidents 26. | **All partners** | Ongoing | |
| | Supporting activity | | • Co-ordinate joint Trading Standards visits to all licensed premises to ensure full compliance re. under age sales, firework storage and unlicensed sales 27.<br><br>• **Action – plan and conduct visits 28.** | **Colin Baxter** | Prior to bonfire night 2018 | **Update** – no justification for test purchasing at this stage; young people may obtain fireworks online and adults may also distribute |
| 4 | Communication | Social media & leaflet promotion | • Need to ascertain where organised display will be and promote accordingly highlighting safety message 29.<br><br>• **Action – Briefing note to be produced for ECSP requesting whether Council supporting the finding of another venue in the wider interests of city community safety 30.** | **Suzan** | June 2018 | **Update** - pyrotechnics company previously running Meadowbank display currently looking for alternative venue. |
| | | | • Need to promote Events Planning and Operation Group (EPOG) requirements for community bonfires/events 31. 32. | **Karen Lloyd/public safety** | Once alternative venue agreed | Considerations include emergency services impact/access, public liability. insurance. |
| | | | • **Action – liaise with John McNeill (public safety & cultural strategy) re EPOG & CIP objectives 33.** | **Suzan** | Ongoing | **Update** – John McNeill invited to next meeting |

| | | e.g. advice on material unsuitable for bonfires, hazards to be aware of, where to report dangers etc. | • Clear message to be conveyed to community re dangers of fireworks/bonfires and that safety is paramount for community bonfires 34. <br> • **Action – create communications plan around requirements of bonfire /fireworks safety campaign and timescales for comms activities** 35. | **Comms Team/ Karen Lloyd** <br><br><br><br> **Karen Lloyd** | Ongoing <br><br><br><br> 26 June 2018 | Comms will arrange for safety briefings on Orb, Newsbeat and other relevant plasma screens |
|---|---|---|---|---|---|---|
| | | | • Communities to be discouraged from fly tipping in run up to Bonfire Night and dangers of dumping such waste highlighted 36. <br> • **Action – initial discussion with Jacqueline Allan re production of leaflets/ promotional safety material required** 37. <br> • **Action – localities to share current/recent promotional material re bonfires/fireworks with group** 38. | <br><br><br><br> **Karen Lloyd** <br><br><br><br> **Rep from each local CIP** | By Sept 2018 <br><br><br><br> 26 June 2018 <br><br><br><br> 26 June 2018 | e.g. promotion in RSL newsletters, tenants communications, residents groups, social media, press release <br><br><br><br><br> Localities reps to bring to next CIP on 26 June |
| | | | • Explore whether relevant third sector organisations e.g. those working with young people, could help promote the community safety message 39. | **EVOC** | Ongoing | **Update -** Ella Simpson at EVOC will disseminate the promotional safety material across the third sector young people's networks |
| | | | • SFRS to continue to raise awareness of bonfire and fireworks issues/dangers in schools 40. | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | • **Action – consider widening scope of educational input to schools; liaise with police school link officers and partners** 41. | **Bruce Nisbet/Peter O'Brien** | June 2018 | |
| | | | • **Action – question posed whether Changeworks could assist – SFRS to advise** 42. | | June 2018 | |

Appendix 5

**Citywide CIP; Bonfires – Thematic Action Log – updated 24 May 2018**

| | Theme | Evidence | Description of Tasks | Owner | Timescale | Updates and Comments |
|---|---|---|---|---|---|---|
| 1 | Information sharing | Police Scotland data | • Call data and offences from 2015 to be shared with the group<br><br>• **Action – prepare data summary/analytical report for group** | **Gillian Geany** | Early June 2018 | Hotspot ASB & fireworks data shared with group<br><br>Police Scotland preparing data summary and will make available to group. Analytical report will include SFRS data. |
| | | High level of evidence required to prosecute | • Partners to share intelligence to increase awareness of challenges<br><br>**See activity under planning and preparation** | **All partners** | Ongoing | |
| | | | • PRS referrals for Bonfire Night/fireworks antisocial behaviour/violence/vandalism to be escalated upwards from PRS<br><br>• Where persons of interest identified are young people, to liaise with the Young People's Service re. appropriate measures/actions<br><br>• **Action – Steve Harte (Young People's Service) to be invited to next meeting**<br><br>• **Action - Refer to Council/Police Scotland SLA to ascertain any indicators/performance reporting required for fireworks, PRS and young people** | **Suzan**<br><br>**Shirley McLaren** | May 2018 | Gill advised that Youth Sergeant has no influence over the outcome of a person referred to a service under the PRS |

| 2 | Planning and preparation | e.g. use of CCTV, concierge reports, special uplift amnesty | • Explore effective and efficient ways to identify, collect and dispose of accumulations in run up to and during Bonfire Night | | | |
|---|---|---|---|---|---|---|
| | | | • **Action - Email to go to FHSS managers to request that bonfire/fireworks safety planning be included as standing agenda item at local CIPs with following:** | **Shirley McLaren** | May 2018 | **Action complete** - email sent to FHSS managers 6 April 2018 requesting feedback to May CIP |
| | | | 1. Suggest briefings to concierge, task force, housing officers, Environmental Wardens, FHSS, any other relevant staff re. reporting intelligence to locality and police<br>2. Consider what resources are available for bonfire night/uplifts/local communication<br>3. Advise each local CIP to scope their requirements and feed back to this thematic CIP to assist with planning | | | |
| | | | • **Follow up action - further email to FHSS managers copying in locality managers re. issues listed above, ensuring bonfire/fireworks issues on local CIP agenda** | **Shirley McLaren** | | **Update -** follow up email sent 24 May 2018 |
| | | | • **Action – local CIPs to produce action plan detailing planned activity in preparation for bonfire night e.g. to tackle local hotspots, to explore provision for young people previously involved in firework/bonfire related ASB etc** | **Rep from each local CIP** | Local CIPs to respond to Shirley McLaren by 19 June 2018 | |

| | | | | | |
|---|---|---|---|---|---|
| | | • **Action - local CIPs to ascertain their available resources to carry out their action plan activities, identify where gaps exist and what resources are required to plug gaps** | **Rep from each local CIP** | Respond to SM by 19 June 2018 | |
| | | • **Action - liaise with waste services on support they can provide eg staff resources, special uplift/commercial vehicle recycling amnesty** | **Andy Hunter** | June 2018 | **Update** – email sent by AH to Waste/cleansing services re amnesty, action plan, availability of staff resources, CIP involvement |
| | | • **Police Scotland to feed back on their resource availability** | **Gill Geany** | 26 June 2018 | **Update** –Police Scotland meeting taking place in June re resources |
| | | • Consider whether other localities can recruit private sector contractors to assist with accumulations | **Localities** | After scoping exercise | Localities may consider as part of their scoping exercise but preference to resolve in house |
| | | • Explore whether RSLs may be willing to assist with clean ups | **Localities** | By Sept 2018 | Based on local arrangements and RSL property locations |
| | | • Explore whether CCTV could be used to support patrols in lead up to and during Bonfire Night 2018 | **Localities** | By Sept 2018 | CCTV camera(s) requests to be submitted through the local CIPs by September 2018 |
| | | • Consider whether community assets e.g local businesses, recycling companies, other public services e.g Lothian Buses, can support the bonfire/fireworks safety campaign through contributing resources (machinery, skips, heavy transport for waste disposal) | | | |
| | | • **Action – liaise with Community Development re potential for this** | **Suzan/ Shirley** | To be explored after resource availability/ localities requirements identified | Businesses contributing would benefit from positive local publicity, also opportunity to recycle items dumped/donated |

| 3 | Council Motion 1 response | | • "Chief Executive to report to Corporate Policy & Strategy Committee on:<br><br>- working with Scottish and Westminster governments to consider options for better control of the sale of fireworks to individuals; and<br>- encouraging organised and licensed community firework and bonfire events"<br><br>• **Action complete** | **Colin Baxter** | | **Action complete** - committee report for April/May committee drafted and with Andrew Mitchell for authorisation<br><br>**Update** – report in draft form – committee date tbc |
|---|---|---|---|---|---|---|
| | Council Motion 2 response | | • "Council agrees for the Leader of the Council to write to the Cabinet Secretary for Justice and the Secretary of State for Business, Innovation & Skills to express the Council's support for both reviews so new measures can be considered and, where possible, implemented before 5 November 2018" – **Action complete** | **Colin Baxter** | | **Action complete** - letters sent to both Cabinet Secretary for Justice and to Sec of State for Business, Energy & Industrial Strategy<br><br>**Update** – responses to letters received. Letter from Scottish Govt. includes invitation to meet to discuss matter further. Meeting date tbc |
| | Support for Council Motion 3 | Addressed by intelligence and information sharing between partners | • Work in conjunction with emergency services colleagues to assist where practical in helping to identify those responsible in respect of behaviour unbecoming of this fine capital city | **All partners** | Ongoing | Also addressed under section 1 (escalation upwards from PRS referrals, liaison with Young People's Service) |
| | | Addressed by partnership co-ordination under this CIP | • Work in conjunction with emergency services ahead of next year to assist where practical to prevent a repeat of a plethora of incidents that caused damage to personal property of local residents and left a series of public parks with scorched areas together with debris from unsolicited bonfires | **All partners** | Ongoing | |

| | | This CIP | • Work with the emergency services ahead of next year's Bonfire Night to prevent incidents which cause injury to people and/or damage to property | **All partners** | Ongoing | |
|---|---|---|---|---|---|---|
| | | This CIP | • Recognise that though restricting fireworks further may prevent these exact incidents happening in future, there is a wider need to address the antisocial behaviour that lies behind these incidents | **All partners** | Ongoing | |
| | Supporting activity | | • Co-ordinate joint Trading Standards visits to all licensed premises to ensure full compliance re. under age sales, firework storage and unlicensed sales<br><br>• **Action – plan and conduct visits** | <br><br><br><br>**Colin Baxter** | Prior to bonfire night 2018 | **Update** – no justification for test purchasing at this stage; young people may obtain fireworks online and adults may also distribute |
| 4 | Communication | Social media & leaflet promotion | • Need to ascertain where organised display will be and promote accordingly highlighting safety message<br><br>• **Action – Briefing note to be produced for ECSP requesting whether Council supporting the finding of another venue in the wider interests of city community safety**<br><br>• Need to promote Events Planning and Operation Group (EPOG) requirements for community bonfires/events<br><br>• **Action – liaise with John McNeill (public safety & cultural strategy) re EPOG & CIP objectives** | <br><br>**Suzan**<br><br><br><br><br><br>**Karen Lloyd/public safety**<br><br><br>**Suzan** | <br><br>June 2018<br><br><br><br><br>Once alternative venue agreed<br><br>Ongoing | **Update** - pyrotechnics company previously running Meadowbank display currently looking for alternative venue.<br><br><br><br><br>Considerations include emergency services impact/access, public liability. insurance.<br><br><br>**Update** – John McNeill invited to next meeting |

| | | e.g. advice on material unsuitable for bonfires, hazards to be aware of, where to report dangers etc. | • Clear message to be conveyed to community re dangers of fireworks/bonfires and that safety is paramount for community bonfires | **Comms Team/ Karen Lloyd** | Ongoing | Comms will arrange for safety briefings on Orb, Newsbeat and other relevant plasma screens |
| | | | • **Action – create communications plan around requirements of bonfire /fireworks safety campaign and timescales for comms activities** | **Karen Lloyd** | 26 June 2018 | |
| | | | • Communities to be discouraged from fly tipping in run up to Bonfire Night and dangers of dumping such waste highlighted | | By Sept 2018 | e.g. promotion in RSL newsletters, tenants communications, residents groups, social media, press release |
| | | | • **Action – initial discussion with Jacqueline Allan re production of leaflets/ promotional safety material required** | **Karen Lloyd** | 26 June 2018 | |
| | | | • **Action – localities to share current/recent promotional material re bonfires/fireworks with group** | **Rep from each local CIP** | 26 June 2018 | Localities reps to bring to next CIP on 26 June |
| | | | • Explore whether relevant third sector organisations e.g. those working with young people, could help promote the community safety message | **EVOC** | Ongoing | **Update -** Ella Simpson at EVOC will disseminate the promotional safety material across the third sector young people's networks |
| | | | • SFRS to continue to raise awareness of bonfire and fireworks issues/dangers in schools | | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | • **Action – consider widening scope of educational input to schools; liaise with police school link officers and partners** | **Bruce Nisbet/Peter O'Brien** | June 2018 |
| | | | • **Action – question posed whether Changeworks could assist – SFRS to advise** | | June 2018 |

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

# Policies – Assurance Statement – Customer

| | |
|---|---|
| **Item number** | 7.4 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

Council policies are key governance tools. They help realise the Council's vision, values, pledges and outcomes, and are critical to the Council's operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner.

To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all current Council policies are easily accessible, and are created, revised and renewed in a consistent manner and to an agreed standard.

To ensure that Council policies remain current and relevant, all Council directorates are required to review policies on an annual basis. This report provides an assurance update on key policies within the Customer team – Corporate Debt Policy, Discretionary Housing Payments Policy and Council Tax policies (second homes and empty properties).

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# Report

## Policies – Assurance Statement - Customer

## 1. Recommendations

1.1 To note that the Council policies detailed in this report have been reviewed and are considered as being current, relevant and fit for purpose.

## 2. Background

2.1 Council policies are key governance tools. They help realise the Council's vision, values, pledges and outcomes, and are critical to the Council's operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner.

2.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all current Council policies are easily accessible, and are created, revised and renewed in a consistent manner and to an agreed standard. This included the development of a comprehensive register of Council policies and introduction of a policy template to provide the Council with a standardised format in terms of content and style.

2.3 The Corporate Policy and Strategy Committee agreed the approach detailed above on 3 September 2013.

## 3. Main report

3.1 A critical element of the policy framework is to ensure that all Council policies are fit for purpose. This requires each directorate to review, on an annual basis, all policies relevant to their services, and to provide the necessary level of assurance that these policies are current and relevant.

3.2 This report confirms that the policies listed in the appendix have been reviewed by directorate senior management and are still considered fit for purpose.

3.3. Some policies require minor adjustments to ensure on-going currency and accuracy (for example, change in legislation). Any changes are noted and detailed, where appropriate.

3.4 All Council policies are available through an interactive directory on the Council's website.

## 4.    Measures of success

4.1    Access to up-to-date and relevant Council policies, for internal and external stakeholders, which are quality assured and reviewed on an annual basis.

## 5.    Financial impact

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

## 6.    Risk, policy, compliance and governance impact

6.1    Increased accountability, transparency and efficiencies concerning Council actions and operations.

## 7.    Equalities impact

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

## 8.    Sustainability impact

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

## 9.    Consultation and engagement

9.1    Consultation was undertaken with directorates and service areas as part of the development of a policy framework for the Council

## 10.    Background reading/external references

Corporate Policy and Strategy Committee Report 3 September 2013 – Review of Council Policy

Governance, Risk and Best Value Committee Report 22 May 2014 – Review of Council Policy: up-date

Corporate Policy and Strategy Committee Report 8 August 2017 – Policy Assurance

**Stephen S. Moir**

Executive Director of Resources

Contact: Nicola Harvey, Head of Customer Service and Information Technology

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

## 11.   Appendices

Appendix 1 - Assured Policies.

## Appendix – Assured Policies

| Policy title: | Corporate Debt Policy |
|---|---|
| Approval date: | Last update and review 08/08/2017 |
| Approval body: | Corporate Policy and Strategy Committee |
| Review process: | Annual review taking account of changes in legislation, service improvements, regulations and wider policy initiatives. |
| Change details: | No material change in last 12 months, with minor updates relating to data protection legislation, operational team names and current Court Costs and fees. Policy remains fit for purpose. |

| Policy title: | Discretionary Housing Payments Policy |
|---|---|
| Approval date: | Last update 6/12/2016 and reviewed 08/08/2017 |
| Approval body: | Corporate Policy and Strategy Committee |
| Review process: | Annual review (or sooner if deemed appropriate) by Customer Manager, with Corporate Policy and Strategy Committee to approve any material changes. Most recent changes made on 6 December 2016 as a result of national welfare reform initiatives. |
| Change details: | No change in last 12 months and policy remains fit for purpose |

| Procedure title: | Council Tax Empty Properties Procedure |
|---|---|
| Approval date: | Last update 29/10/2015 and reviewed 08/08/2017 |
| Approval body: | Finance and Resources Committee |
| Review process: | The Scottish Government and the City of Edinburgh Council are committed to encouraging owners to return long term empty properties back to the market and increase the supply of affordable housing. |

| | On 21 March 2013 the Finance and Resources Committee approved a revised charging procedure designed to reduce the number of empty properties in the city. Further adjustments were made in 2015 to support the supply of affordable housing. |
| --- | --- |
| | This procedure is reviewed in line with legislative changes and is operating effectively. |
| **Change details:** | No change in last 12 months and policy remains fit for purpose |

| **Procedure title:** | Council Tax Procedure for Second Homes |
| --- | --- |
| **Approval date:** | Last update 09/02/2017 and reviewed 08/08/2017 |
| **Approval body:** | City of Edinburgh Council |
| **Review process:** | In November 2016 the Scottish Government amended the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013 by implementing The Council Tax (Variation for Unoccupied Dwellings) (Scotland) Amendment Regulations 2016. This gave local authorities discretion to remove second home discounts. |
| | This procedure is reviewed in line with legislative changes and is operating effectively |
| **Change details:** | No change in last 12 months and policy remains fit for purpose |

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 7 August 2018**

# Policies – Assurance Statement – Legal and Risk

| | |
|---|---|
| **Item number** | 7.5 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | All |
| **Council Commitments** | |

## Executive summary

Council policies are key governance tools. Developing, implementing and following these policies helps to achieve the Council's vision, values, pledges and outcomes. They are critical to the Council's operations and compliance with the policies ensures that statutory and regulatory obligations are met in an efficient and accountable manner.

To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all current Council policies are easily accessible and are created and renewed in a consistent manner and to an agreed standard.

To ensure that Council policies reflect current legislative requirements and best practice, all Council directorates and policy owners are required to review policies on an annual basis.

# Report

## Policies – Assurance Statement – Legal and Risk

## 1. Recommendations

1.1 To note that the Council policies detailed in this report have been reviewed and are considered as reflecting current legislative requirements and best practice and are therefore fit for purpose.

## 2. Background

2.1 Council policies are key governance tools. Developing, implementing and following these policies helps to achieve the Council's vision, values, pledges and outcomes. They are critical to the Council's operations and ensure that statutory and regulatory obligations are met in an efficient and accountable manner.

2.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all Council policies are easily accessible and are created and renewed in a consistent manner and to an appropriate standard. This includes the development of a comprehensive register of Council policies and the introduction of a policy template to provide the Council with a standardised format in terms of content and style.

2.3 The Corporate Policy and Strategy Committee agreed the approach detailed above on 3 September 2013.

## 3. Main report

3.1 A critical element of the policy framework is to ensure that all Council policies remain fit for purpose. This requires each directorate and policy owner to review, on an annual basis, all policies relevant to their services and to provide the necessary level of assurance that these policies are current and relevant or make the required changes to the policies.

3.2 This report confirms that the policies listed in the appendix have been reviewed by directorate senior management and are still considered to be fit for purpose. In the case of the Enterprise Risk Management Policy, a revised policy is recommended for approval at today's Committee.

3.3. Some policies require minor adjustments to ensure on-going currency and accuracy (for example, any recent changes in legislation). Any changes are noted and detailed, where appropriate.

3.4　All Council policies are available through an interactive directory on the Council's website.

## 4.　Measures of success

4.1　Access to up-to-date and fit for purpose Council policies, for internal and external stakeholders, which are quality assured and reviewed on an annual basis.

## 5.　Financial impact

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

## 6.　Risk, policy, compliance and governance impact

6.1　Increased accountability through defined roles and responsibilities as well as increased transparency and efficiency concerning the Council's actions and operations.

## 7.　Equalities impact

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

## 8.　Sustainability impact

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

## 9.　Consultation and engagement

9.1　Consultation was undertaken with directorates and service areas as part of the development of a policy framework for the Council.

## 10.　Background reading/external references

10.1　[Corporate Policy and Strategy Committee Report 3 September 2013 – Review of Council Policy](#)

10.2　[Governance, Risk and Best Value Committee Report 22 May 2014 – Review of Council Policy: up-date](#)

### Stephen S. Moir

Executive Director of Resources

Contact: Nick Smith, Head of Legal and Risk

E-mail: [nick.smith@edinburgh.gov.uk](mailto:nick.smith@edinburgh.gov.uk) | Tel: 0131 529 4377

# 11. Appendices

11.1   Appendix 1 – Assured Policies

## Appendix 1 – Assured Policies

| Title: | Council Health and Safety Policy |
|---|---|
| **Approval date:** | 15/05/2018 |
| **Approval body:** | Corporate Policy and Strategy Committee |
| **Review process:** | Annual |
| **Change details:** | This policy supersedes the previous policy (approved 28/03/2017). |

| Title: | Smoke Free Policy |
|---|---|
| **Approval date:** | 03/10/2017 (Business Bulletin) |
| **Approval body:** | Corporate Policy and Strategy Committee |
| **Review process:** | Annual |
| **Change details:** | Implemented in December 2015. Last reviewed in October 2017. Next review is due in October 2018. |

| Title: | Council Asbestos Policy |
|---|---|
| **Approval date:** | 03/10/2017 |
| **Approval body:** | Corporate Policy and Strategy Committee |
| **Review process:** | Annual |
| **Change details:** | This policy supersedes the previous policy (approved 04/11/2014). Next review is due in December 2018. |

| Title: | Council Fire Safety Policy |
|---|---|
| **Approval date:** | 03/10/2017 |
| **Approval body:** | Corporate Policy and Strategy Committee |

| Review process: | Annual |
|---|---|
| Change details: | This policy supersedes the previous policy (approved 31/03/2009). Next review is due in December 2018. |

| Title: | Council Water Safety Policy |
|---|---|
| Approval date: | 15/05/2018 |
| Approval body: | Corporate Policy and Strategy Committee |
| Review process: | Annual |
| Change details: | This policy supersedes the Policy and Procedures for the control of Legionella Bacteria in Water Systems in Council Properties, dated 2003, which sat within the former Services for Communities Directorate. |

| Title: | Enterprise Risk Management Policy |
|---|---|
| Approval date | 22/12/2016 (GRBV) Item 7.5 |
| Approval body: | Corporate Policy and Strategy Committee |
| Review process: | Annual |
| Change details: | This policy supersedes the previous policy (approved 24/02/2015 – reviewed Dec 15) On the agenda for CP&S approval 7 August 2018. |

| Title: | Internal Audit Charter |
|---|---|
| Approval date | 20/03/2018 |
| Approval body: | Governance, Risk and Best Value Committee |
| Review process: | Annual |
| Change details: | This charter supersedes the previous charter (approved 09/03/2017) |

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

# Policies – Assurance Statement: Human Resources

| | |
|---|---|
| **Item number** | 7.6 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive summary

Council policies are key governance tools.  They help realise the Council's vision, values, pledges and outcomes and they are critical to the Council's operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner.

Human Resources policies are reviewed as and when a change to the existing policy deems this necessary, primarily as a result of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

# Report

# Policies - Assurance Statement: Human Resources

## 1. Recommendations

1.1 To note that the Human Resources policies detailed in this report have been reviewed and are considered as being current, relevant, and fit for purpose.

## 2. Background

2.1 Council policies are key governance tools. They help realise the Council's vision, values, pledges, and outcomes, and are critical to the Council's operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner.

2.2 Human Resources policies are reviewed as and when a change to the existing policy deems this necessary, primarily as a result of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

2.3 The Corporate Policy and Strategy Committee agreed the approach detailed above, for Human Resources policies, on 5 December 2017.

## 3. Main report

3.1 A critical element of the policy framework is to ensure that Human Resource policies are fit for purpose.

3.2 This report confirms the policies, which have been reviewed, consulted on, and approved by relevant committee in the last 12 months.

3.3 Some policies require minor adjustments to ensure on-going currency and accuracy (for example, change in legislation). Any changes are noted and detailed, where appropriate.

3.4 In the next 12 months, Human Resources plan to review the following policies and these will be brought to the relevant Committee: Safe Driving; Stress Management; Retirement; Managing Workforce Change (i.e. Redeployment; Redundancy and Organisational Review); Disciplinary; and Grievance.

3.5 All Council policies are available through an interactive directory on the Council's website.

## 4. Measures of success

4.1 Access to up-to-date and relevant Human Resources policies for employees.

## 5. Financial impact

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

## 6. Risk, policy, compliance and governance impact

6.1 Increased accountability, transparency and efficiencies concerning Council actions and operations.

## 7. Equalities impact

7.1 There are no adverse equalities issues.

## 8. Sustainability impact

8.1 None.

## 9. Consultation and engagement

9.1 Consultation was undertaken, where appropriate, with recognised trades unions as part of the Council's Working Together Protocol and local collective consultation arrangements concerning Human Resource policies.

## 10. Background reading/external references

10.1 [Corporate Policy and Strategy Committee Report 3 September 2013 – Review of Council Policy](#)

10.2 [Governance, Risk and Best Value Committee Report 22 May 2014 – Review of Council Policy: up-date](#)

10.3 Corporate Policy and Strategy Committee Report 8 August 2017 – [Policies-Assurance Statement](#)

10.4 Corporate Policy and Strategy Committee Report 5 December 2017 – [Assurance of Council Human Resources Policies](#)

## Stephen S. Moir

Executive Director of Resources

Contact: Katy Miller, Head of Human Resources

E-mail: [katy.miller@edinburgh.gov.uk](mailto:katy.miller@edinburgh.gov.uk) | Tel: 0131 469 5522

## Appendices

Appendix 1 - Assured Policies

| Title: | Sickness Absence |
|---|---|
| Approval Date: | 27 March 2018 |
| Approval Body: | Finance and Resources Committee |
| Review Date: | The policy will be reviewed as and when a change to the existing policy deems this necessary, primarily as a result of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.  In addition, a formal evaluation of the operation of this new policy will be submitted to the Finance and Resources Committee within 12 months of its implementation. |
| Changes: | The policy focuses on greater promotion of employee wellbeing and the process has been simplified to make it easier to follow. Sickness absence triggers have been adjusted in relation to instances of sickness absence.  Expectations of how sickness will be managed clearly set out; adjusted the impact on pay and set out explicit exceptions; thereby making the absence process fairer through more consistent practice. |

| Title: | Equality and Diversity Policy |
|---|---|
| Approval Date: | 8 August 2017 |
| Approval Body: | Corporate Policy and Strategy Committee |
| Review Date: | April 2020 and every 3 years thereafter (or earlier if legislative changes require). |
| Changes: | The Policy has been completely reworked and sets out how the Council will seek to positively support equality, diversity and inclusion as an employer, and it also sets out the expectations on how we will address equality issues arising from service users, in line with ACAS guidance. |

| Title: | Reserve Forces' training and mobilisation policy |
|---|---|
| **Approval Date:** | 15 May 2018 |
| **Approval Body:** | Corporate Policy and Strategy Committee |
| **Review Date:** | The policy will be reviewed as and when a change to the existing policy is deemed necessary, primarily because of changes to: legislation; statute; or Government policy. |
| **Changes:** | This is a new policy, developed following a Council motion to report on the number of reservists working for the Council and to set out our obligations towards employees who are members of the Reserve Forces and in recognition of the Council's active support for Reservists and Veterans in partnership with neighbouring authorities. |

| Title: | Performance Management Framework |
|---|---|
| **Approval Date:** | 6 December 2016 |
| **Approval Body:** | The original approval for this framework was granted by the Corporate Policy and Strategy Committee in the previous Council. Due to the revised governance arrangements implemented following the 2017 Council elections, this is now reported to the Finance and Resources Committee, which has executive oversight of Human Resources policies. |
| **Review Date:** | June 2018 |
| **Changes:** | The Policy that underpins the framework was reviewed to ensure it continues to support the cultural direction of travel. |

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 7 August 2018**

# Enterprise Risk Management Policy

| | |
|---|---|
| **Item number** | 7.7 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

Risk management helps all areas of the Council make better decisions and successfully achieve the Council's objectives. Risk management is fundamentally about better business management and it should be considered in this context rather than as a separate standalone activity.

The Enterprise Risk Management Policy ('the policy') is the Council's over-arching risk management document, and describes the Council's risk management framework which aims to protect the Council's people, assets, finances, reputation, and service delivery from the impacts of unplanned events, while also identifying opportunities to make improvements across all areas.

The policy supersedes the existing policy dated December 2016.

# Report

# Enterprise Risk Management Policy

## 1.    Recommendations

1.1    The Committee is requested to approve the Enterprise Risk Management Policy set out in Appendix 1 to this report.

## 2.    Background

2.1    Risk management is fundamentally about better business management and helping an organisation best manage its resources to support the achievement of its objectives. Having an effective risk management framework in place is part of good corporate governance.

2.2    Enterprise Risk Management describes risk management as it applies across the whole spectrum of an organisation's activities. It aims to ensure that the principles of risk management are applied appropriately at all levels of activity through a robust risk management framework.

2.3    The Council's risk management framework aims to protect the Council's people, assets, finances, reputation, and service delivery from the impacts of unplanned events, while identifying opportunities to make improvements across all areas.

2.4    The risk management framework consists of the policy, procedure, software, structures, meetings, training, education and communication.

2.5    There is no legislation relating to enterprise risk management and it is for the Council to design and put in place its own risk management framework. Good practice has been incorporated from a number of sources, including ISO31000 Risk Management – Guidelines, the Institute of Risk Management, Management of Risk®, NASA's Risk Management Handbook, and other local authorities.

2.6    The Corporate Risk Team works with service areas and Directorates to help them identify and assess threats and opportunities, then plan and implement appropriate controls and actions.

2.7    Risks are escalated through the risk management structures as appropriate, and the Council's top risks are reported regularly to the Governance, Risk and Best Value Committee.

## 3.    Main report

3.1    The current Enterprise Risk Management Policy is dated December 2016. The new policy set out in Appendix 1 and recommended for approval seeks to provide greater clarity and definition, as well as incorporating good practice from across the risk management community.

3.2    This policy sets out how the Council will undertake risk management at all levels, and is the over-arching policy for all risk management activities across the Council. Arrangements to manage risks described in other policies should seek to align with this policy where possible.

3.3    This policy is applicable to all Council staff in all areas and at all levels.   This Policy is applicable to all Council staff.  The policy set out that when working collaboratively in partnership or under contract with third parties, appropriate risk management arrangements must be agreed and understood.

3.4    The policy describes key roles and responsibilities in relation to risk management.

3.5    The policy will be implemented to accord with the Council's agreed risk appetite which sets out the amount of risk that the Council is prepared to accept.

## 4.    Measures of success

4.1    Efficient achievement of the Council's requirements, aims, objectives and commitments.

4.2    Reducing the negative impact of unplanned events which could damage the Council's people, assets, finances, reputation, or service delivery.

## 5.    Financial impact

5.1    There are no direct financial implications associated with the policy.

5.2    There may be financial implications associated with the cost of implementing controls to mitigate risks and/or failing to mitigate risks.

## 6.    Risk, policy, compliance and governance impact

6.1    This policy sets the framework risk management across the Council.

6.2    This policy aims to ensure that effective risk management is embedded throughout the Council. Risks of not implementing this policy include:

6.2.1   Inability to achieve Council outcomes and objectives;

6.2.2   Ineffective and inefficient service delivery;

6.2.3   Financial inefficiency and loss; and

6.2.4   Reputational damage to the Council.

## 7. Equalities impact

7.1    An effective risk management framework will help ensure compliance with all relevant equalities considerations.

## 8. Sustainability impact

8.1    An effective risk management framework will help ensure compliance with all relevant sustainability considerations.

8.2    Opportunities to improve the Council's position on sustainability issues may be identified through the risk management framework.

## 9. Consultation and engagement

9.1    The policy has been agreed by the Council's Corporate Leadership Team

## 10. Background reading/external references

10.1    [ISO31000 Risk Management - Guidelines](#)

10.2    [Institute of Risk Management](#)

10.3    [Management of Risk](#)

**Stephen S. Moir**

Executive Director of Resources

Contact: Duncan Harwood, Chief Risk Officer

E-mail: [duncan.harwood@edinburgh.gov.uk](mailto:duncan.harwood@edinburgh.gov.uk) | Tel: 0131 469 3193

## 11.    Appendices

Appendix 1 – Enterprise Risk Management Policy

# Enterprise Risk Management Policy

## Implementation date: 7 August 2018

## Control schedule

| | |
|---|---|
| **Approved by** | Corporate Policy and Strategy Committee |
| **Approval date** | 7 August 2018 |
| **Senior Responsible Officer** | Duncan Harwood |
| **Author** | Duncan Harwood |
| **Scheduled for review** | August 2019 |

### Version control

| Version | Date | Author | Comment |
|---|---|---|---|
| 1.0 | August 2018 | Duncan Harwood | This document supersedes the Enterprise Risk Management Policy v0.3 dated December 2016 |

### Committee decisions affecting this policy

| Date | Committee | Link to report | Link to minute |
|---|---|---|---|
| 7 Aug 2018 | Corporate Policy and Strategy Committee | | |

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# Enterprise Risk Management Policy

## Policy statement

**General**

1.1 The Council delivers a range of services, under a variety of legislation, for the benefit of the people of Edinburgh. The operating environment is complex and changeable, and the Council's performance is regularly and closely scrutinised. Risk management aims to help all areas of the Council make better decisions, and in doing so effectively support the achievement of objectives by the Council.

1.2 Risk management is fundamentally about better business management, and it should be seen in this context rather than as a separate standalone activity.

1.3 The Council's Risk Management Framework seeks to protect the Council's people, assets, finances, service delivery and reputation from the impacts of unplanned events, while identifying opportunities for improvement across all areas. This Risk Management Framework includes this Policy and the procedures, software, structures, meetings, templates, training, education and communications relating to risk management within the Council.

## Scope

2.1 'Enterprise Risk Management' describes the management of risk across the whole spectrum of the Council's activities. As such, this document is the over-arching policy for risk management across the Council. Arrangements to manage risks described in other policies should seek to align with this Policy to where possible.

2.2 This Policy does not replace any statutory risk management or reporting requirements.

2.3 This Policy is applicable to all Council staff. When working collaboratively in partnership or under contract with third parties, appropriate risk management arrangements must be agreed and understood.

2.4 The Council's arms-length external organisations (ALEOs) are responsible for the management of risk within their organisations, and are expected to have their own appropriate risk management arrangements in place.

## Definitions

In this document the following terms and definitions are used:

3.1 **Action** - A planned measure which is intended to reduce the **Likelihood** and/or **Impact** of a **Risk**. Once an action has been appropriately implemented it becomes a **Control**. An action aims to reduce the **Current Risk** towards the **Target Risk**.

3.2 **Action Owner** - A single role or individual responsible for the implementation of an **Action**. This may be a different person to the **Risk Owner**.

3.3 **Assurance** - The process by which the design and effectiveness of **Controls** are confirmed to be functioning as intended. Assurance can be provided by all **Lines of Defence**.

3.4 **Control** - A measure that is designed to reduce **Risk**. A control could include any policy, procedure, practice, process, technology, technique, method, or device that reduces **Risk**. A control will be either *preventative* or *detective*. Controls may not always be operating as they were intended. The design and operating effectiveness of **Controls** is assessed through **Assurance**.

3.5 **Current Risk** - The level of **Risk** at the current time, taking into account the **Controls** in place and their effectiveness. If the **Controls** are effective then the **Current Risk** will be less than the **Original Risk**.

3.6 **Enterprise Risk Management (ERM)** - ERM describes risk management as it applies across the whole spectrum of the Council's activities. It aims to ensure that the principles of **Risk Management** are applied appropriately at all levels of activity.

3.7 **Impact** - The result of a particular event occurring. Impacts could affect one or more categories (service delivery, infrastructure, compliance and/or financial).

3.8 **Inherent Risk** – See **Original Risk**.

3.9 **Issue** - A relevant event that has happened or is happening now, was not planned, and requires management action. A **Risk** may turn into an **Issue**, or an **Issue** may identify a **Risk**.

3.10 **Lines of Defence** - The **three Lines of Defence** model broadly defines first line as 'within services' (the "doers"), second line as 'within corporate support functions' (the "helpers"), and third line as 'Internal Audit, External Audit, and external assurance providers' (the "checkers").

3.11 **Likelihood** - The chance of something happening. It can be measured qualitatively ("rarely", "often" etc) or quantitatively ("50% probability", "once every five years" etc).

3.12 **Objective** - A specific goal to be achieved. At the highest level these are defined in our Aims, Outcomes, Council Commitments and statutory requirements.

Directorates, Services, teams and individuals will have their own objectives, and others may arise from external codes, targets, frameworks and recommendations.

3.13 **Opportunity** - An uncertain event that would have a favourable impact upon objectives if it occurred.

3.14 **Original Risk** - The exposure arising from an identified **Risk** before any measures have been taken to manage it. Also called **Inherent** Risk.

3.15 **Risk** - The effect of uncertainty upon **Objectives**. Risk includes potential upside (**Opportunity**) as well as downside (**Threat**). A **Risk** is scored as its **Likelihood** multiplied by **Impact**. The description of a **Risk** should include potential cause(s), event, and effect(s).

3.16 **Risk Appetite** - The amount of **Risk** the Council, or a part of it, is willing to accept.

3.17 **Risk Management** - The systematic application of principles, tools and processes to the tasks of identifying and assessing risks, planning and implementing **Controls**, and monitoring progress.

3.18 **Risk Management Framework** - The sum of all components which contribute to risk management. It includes the policy, procedure, software, structures, meetings, templates, training, education and communications.

3.19 **Risk Owner** - A single role or individual responsible for the management and control of all aspects of a **Risk**.

3.20 **Target Risk** - The **Risk** remaining after all **Controls** and **Actions** have been successfully implemented and are functioning as intended. The level of **Risk** that a **Risk Owner** intends to achieve, in line with the **Risk Appetite**, and which is endorsed by the relevant management structure.

3.21 **Threat** - An uncertain event that could have a negative impact on objectives.


## Policy content

4.1 At all levels of the Council, everyone should consider risk in everything they do, as part of good business management.

4.2 We should recognise that risk is not all 'bad', and that if we seek to avoid risk completely then we reduce our chances of achieving our objectives.

4.3 The Council sets an overarching risk appetite and seeks to ensure that risks at all levels and within all service areas are managed within this overall risk appetite. The overall risk appetite is reviewed annually.

4.4 Risk appetite can and will vary between individuals, groups, and levels of seniority based upon conscious and unconscious biases, levels of

understanding, past experiences and other factors. Risk appetite may change over time and can vary between similar events.

4.5 We all identify and assess threats and opportunities, then plan and implement appropriate controls and actions, so that potential negative consequences resulting from unplanned events are at a level which is appropriate for the Council.

4.6 We identify, own, and manage risks at the most appropriate level and escalate risks through the appropriate risk management structures to a level where they can be managed appropriately.

4.7 Risk Committees are held at Corporate Leadership Team and Directorate levels, and Risk Management Groups within each Directorate. These aim to ensure the sharing of relevant information, challenge and scrutiny of risks, controls and actions, early warning of emerging threats, and escalation of risks to appropriate risk owners.

4.8 All decisions are made with full consideration of risks, utilising appropriate qualitative and quantitative tools and techniques where appropriate, and following appropriate engagement and input from all relevant stakeholders.

4.9 Requests for additional resources to manage risks are considered appropriately.

4.10 Proactive reporting and early identification of risks is encouraged at all levels.

4.11 Robust recording and reporting mechanisms are used that allow for information to be reported efficiently.

4.12 Roles and responsibilities for risk management are established and communicated.

4.13 The Council promotes a culture where people are able to discuss and challenge risks and controls at all levels in a constructive manner.

4.14 The Corporate Risk Team seeks to continually improve our risk management framework based upon good practice, feedback, and developments within the risk management community.

4.15 When working with partners risk is managed and escalated appropriately.

4.16 When working with suppliers, contractors and other third parties risk is owned and managed appropriately.

4.17 Assurance about the design and effective of controls is sought through the three lines of defence, recognising that responsibility for managing risks, controls and actions sits usually with the first line.

4.18 The Council uses risk-based internal audit planning to prioritise and concentrate resources and ensure appropriate focus upon areas of greatest risk.

4.19 The Council's top risks, as agreed by the Corporate Leadership Team, are reported to the Governance, Risk and Best Value Committee, who provide challenge and scrutiny on a regular basis.

4.20 We manage risk within projects at the project level and escalate as appropriate. Where appropriate we carry out cost and schedule risk analyses to provide meaningful management information and inform decision-making and resource allocation.

4.21 We describe the risk management structures, escalation processes, scoring, ranking, training, communications, software user guides and all other documentation within a Risk Management Procedure document.

## Implementation

5.1 Implementation of this Policy will be effective from 7 August 2018. This Policy supersedes any previously approved Enterprise Risk Management Policy document.

## Roles and responsibilities

6.1 **Council (exercised through the Governance, Risk and Best Value Committee)**

6.1.1 Consider the Council Risk Report provided on a quarterly basis.

6.1.2 Scrutinise and challenge specific risks, requesting updates or information from risk owners where appropriate.

6.1.3 Satisfy themselves that the risk management framework is operating effectively.

6.1.4 Consider requests for additional resources for improving controls.

6.2 **Council (exercised through the Corporate Policy and Strategy Committee)**

6.2.1 Set the Council's Risk Appetite.

6.3 **Chief Executive**

6.3.1 Responsible for ensuring that all risks to the Council are managed appropriately.

6.3.2 Sets and promotes an appropriate culture for all Council staff, where risk is considered in all decision-making, and where risk management is an integral part of business management.

6.4 **Executive Directors and Chief Officer of the Health and Social Care Partnership**

6.4.1 Responsible for the identification, recording, management and monitoring of all risks within their areas of responsibility, including establishing risk owners for all appropriate risks within their areas of responsibility.

6.4.2 Ensure that the Council's Risk Appetite is considered when managing and monitoring risks within areas of responsibility.

6.4.3 Responsible for escalating risks to the Corporate Leadership Team for consideration where appropriate.

6.4.4 Responsible for cascading risk management processes within areas of responsibility.

6.4.5 Be prepared to discuss (and justify where appropriate) risks, controls and actions at Risk Committees and the Governance, Risk and Best Value Committee as required.

6.4.6 Accountable for all information in the risk management system within areas of responsibility.

6.4.7 As the first line of defence, be able to provide assurance that the risk management framework is operating effectively within their respective areas of responsibility.

6.5 **Heads of Service (including those with statutory responsibilities)**

6.5.1 Responsible for the identification, recording, management and monitoring of all risks within their areas of responsibility, including establishing risk owners for all appropriate risks within their areas of responsibility.

6.5.2 Ensure that the Council's Risk Appetite is considered when managing and monitoring risks within areas of responsibility.

6.5.3 Responsible for escalating risks to Directorate level for consideration where appropriate.

6.5.4 Responsible for cascading risk management processes within areas of responsibility.

6.5.5 Be prepared to discuss (and justify where appropriate) risks, controls and actions at Risk Committees and Governance, Risk and Best Value Committee as required.

6.5.6 Accountable for all information in the risk management system within areas of responsibility.

6.5.7   As part of the first line of defence, be able to provide assurance that the risk management framework is operating effectively within their respective areas of responsibility.

6.5.8   Ensure that all staff within their areas of responsibility understand risk management as it applies to their position and responsibilities.

6.6   **Section 95 Chief Financial Officer / Head of Finance**

6.6.1   Duties as defined in the Local Government (Scotland) Act 1973.

6.6.2   Responsible for the proper administration of the Council's financial affairs.

6.6.3   Determine the system of accounting and control, the form of the accounts and supporting records, and ensure the accounts and supporting records are kept up to date.

6.6.4   Establish a programme of review for all relevant documents, including the Council's financial rules and regulations.

6.6.5   Determine the proper action to be taken in the event of a breach or non-compliance of the Council's rules, regulations, procedures or policies issued under their authority.

6.7   **Chief Social Work Officer / Head of Safer and Stronger Communities**

6.7.1   Role as defined under the Social Work (Scotland) Act 1968 and subsequent and related legislation and guidance.

6.7.2   Reports to the Chief Executive, Elected Members and the Integration Joint board as appropriate, providing information on issues which may identify risk to safety of vulnerable people or impact on the social work service and also on the findings of relevant service quality and performance reports.

6.8   **Monitoring Officer / Head of Legal and Risk**

6.8.1   Main liaison with Elected Members on corporate risk matters.

6.8.2   As a member of the Corporate Leadership Team, champion risk management within the Corporate Leadership Team.

6.8.3   Duties of the Monitoring Officer as defined in Section 5 of the Local Government and Housing Act 1989.

6.9   **Chief Risk Officer and Corporate Risk Team**

6.9.1   Subject-matter expert for risk management within the Council.

6.9.2 Provide effective challenge to risk owners across all levels of the Council to ensure risks, controls and actions are being managed appropriately.

6.9.3 Engage with Elected Members and Officers as appropriate to ensure that risk management remains visible, accessible, proportionate and relevant to all those involved in decision-making.

6.9.4 Engage with stakeholders to identify and implement improvements to corporate processes.

6.9.5 Accountable for the delivery, effectiveness, and continuous improvement of the Council's Risk Management Framework.

6.9.6 Responsible for reporting risk to the Governance, Risk and Best Value Committee.

6.9.7 Responsible for identifying emerging risks to the Head of Legal and Risk and others as appropriate.

6.9.8 Accountable for the provision of training, information and education about risk management, tools and techniques to Elected Members and to senior management within the Council.

6.9.9 Promote awareness of risk management across all areas of the Council and third parties as appropriate.

6.9.10 Organise and facilitate Corporate Leadership Team Risk Committees, providing appropriate scrutiny and challenge and ensuring timely sharing of information.

6.9.11 Organise and facilitate Directorate Risk Committees, providing appropriate scrutiny and challenge and ensuring timely sharing of information.

6.9.12 Prepare the Council's Risk Appetite Statement for the Corporate Policy and Strategy Committee.

6.9.13 Assist the first line of defence with the qualitative and/or quantitative assessment of risks.


6.10 **Quality Assurance and Safety Manager, NHS Lothian**

6.10.1 Working alongside the Council's Chief Risk Officer and Corporate Risk Team, share responsibility for risk management arrangements within the Health and Social Care Partnership, including appropriate escalation mechanisms and reporting processes.

6.11 **Risk Coordinators**

6.11.1 Be the visible champion of risk management within each Directorate.

6.11.2 Chair Risk Management Groups within each Directorate.

6.11.3 Organise administrative support for Risk Management Groups (logistics, minute-taking and producing a Note of Meeting within one week).

6.12 **All staff**

6.12.1 Understand risk management as it applies to their role. At the most basic level this could mean an understanding of:

- What health and safety considerations are relevant to my job?
- What training and knowledge do I need to be able to do my job?
- What do I do if I see something going wrong, or if I think something could go wrong?
- How could we do things better?

6.12.2 Consider how unplanned events could affect the achievement of objectives, and those of others, and escalate this information to line management where appropriate.

6.12.3 Carry out actions as directed in support of risk management.

6.12.4 Ensure that controls are operating as intended.

6.12.5 Ensure that the Council's Risk Appetite is considered when managing and monitoring risks within areas of responsibility.

6.12.6 Feedback any suggestions or improvements to the risk management framework.

## Related documents

7.1 All Council policies are designed to reduce risk in some form, and as such they are all related to this document.

7.2 In addition to the policies accessible via the Council's online Policy Register, key related documents are listed below. This is not a complete list and further guidance may be sought from a member of the Corporate Risk Team.

7.2.1 [Council Business Plan 2017-22](#)

7.2.2 [Procedural Standing Orders for Council and Committee Meetings](#)

7.2.3 [Committee Terms of Reference and Delegated Functions](#)

7.2.4 [Contract Standing Orders](#)

## Equalities impact

8.1    An effective risk management framework seeks to ensure compliance with all relevant equalities considerations.

## Sustainability impact

9.1    An effective risk management framework seeks to ensure compliance with all relevant sustainability considerations.

9.2    Opportunities to improve the Council's position on sustainability issues may be identified through the risk management framework.

## Risk assessment

10.1   This policy aims to ensure that effective risk management is embedded throughout the Council. The risks of not implementing this policy include:

10.1.1 Inability to achieve Council outcomes and objectives;

10.1.2 Ineffective and inefficient service delivery;

10.1.3 Financial inefficiency and loss; and

10.1.4 Reputational damage to the Council.

10.2   Given the uncertainties involved in attempting to quantify future events, even a perfectly functioning risk management framework cannot guarantee to foresee

every potential negative outcome to the Council. There will always be a chance that very-low-probability/very-high-impact events occur.

10.3   Given the scale and nature of the Council's operations it is likely that the Council's reputation will frequently suffer a degree of damage. However, this damage will not usually have significant lasting effects. The Council's Risk Management Framework will therefore prioritise compliance, service delivery and financial impacts above reputational damage.

## Review

11.1   This policy will be reviewed annually.

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 7 August 2018**

## Council's Risk Appetite Statement

| | |
|---|---|
| **Item number** | 7.8 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
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## Executive Summary

An organisation's overall appetite for taking risk should be agreed at a strategic level which allows risks to be taken, communicated, and managed throughout the organisation in line with this overall direction. This should be set out in a risk appetite statement, which should be approved and then reviewed on a regular basis.

This document sets out recommendations for the Council's overall risk appetite statement for approval by the Corporate Policy and Strategy Committee.

The risk appetite statement set out in this report will supersede the Council's existing risk appetite statement dated 1 April 2014.

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# Report

# Council's Risk Appetite Statement

## 1. Recommendations

1.1 Committee is requested to:

1.1.1 Note that an organisation's attitude to taking risk should be set at the top level and cascaded down, and that this 'risk appetite' may be different across different services and types of risks;

1.1.2 Note that risk appetite is already set and established in many areas through policies, existing controls and schemes of delegation; and

1.1.3 Approve the overall risk appetite presented within this report.

## 2. Background

2.1 It is for the Council to design and maintain an appropriate risk management framework, including setting an appropriate risk appetite, taking into account the services it delivers, relevant statutory requirements, the nature and magnitude of risks it faces and the objectives of the organisation. The aim is to make judgements about risk more explicit, consistent and transparent.

2.2 Risk appetite should be set in accordance with the Enterprise Risk Management Policy.

2.3 'Risk' is defined as the effect of uncertainty on objectives. It is recognised that there are some risks which the Council can control and some which it cannot. The Council's risk management framework is designed to ensure that the Council makes better-informed decisions and, by doing so, supports the achievement of the Council's objectives.

2.4 'Risk appetite' is defined as the amount of risk the Council, or a part of it, is willing to accept. Risk appetite can and will vary between individuals, groups, and levels of seniority based upon a number of factors including conscious and unconscious biases, levels of understanding, past experiences and other factors. Risk appetite may change over time and can vary between similar events.

2.5 Risk appetite has already been set in many areas of the Council. Schemes of delegation, corporate structures and existing controls and policies are all intended to reduce aspects of risk to levels which are appropriate and acceptable for the Council.

2.6     This document should be read alongside the Council's Enterprise Risk Management Policy which is also being submitted for approval to the Corporate Policy and Strategy Committee on 7 August 2018.

## 3.    Main report

3.1     Not all risk is undesirable, and if we seek to avoid risk completely then we reduce our chances of achieving our objectives. The Enterprise Risk Management Policy identifies four top-level categories of risk, and while there will inevitably be some overlap between categories, the general appetite for risk and decision-making in each category is described below.

3.2     Directors will, where considered appropriate, set specific levels of risk appetite within their respective service areas. As set out in 2.5 above, this is already done in relation to many aspects of the Council's activities. This may also be done through the identification and setting of "target risk" for each risk within corporate risk registers.

3.3     Managers and risk owners will consider the Council's overall risk appetite in determining appropriate controls and actions to mitigate the risks to a tolerable level. Any risks or decisions which may lie outside the risk appetite must be identified, justified, and escalated for approval.

**Risk appetite statement**

3.4     It is proposed that the Council's overall risk appetite statement be approved across the identified risk categories as set out in the Appendix to this report.

3.5     The risk appetite set out in this report will supersede the Council's existing risk appetite statement dated 1 April 2014.

## 4.    Measures of success

4.1     Setting an appropriate risk appetite forms part of an effective risk management framework, which is intended to help the Council achieve its objectives.

## 5.    Financial impact

5.1     There are no direct financial implications associated with setting the Council's risk appetite, though setting and operating within an appropriate risk appetite will enable good financial governance.

## 6.    Risk, policy, compliance and governance impact

6.1     Setting an appropriate risk appetite forms part of an effective risk management framework, which is part of good corporate governance.

## 7.    Equalities impact

7.1    An effective risk management framework seeks to ensure compliance with all relevant equalities considerations.

## 8.    Sustainability impact

8.1    An effective risk management framework seeks to ensure compliance with all relevant sustainability considerations.

8.2    Opportunities to improve the Council's position on sustainability issues may be identified through the risk management framework.

## 9.    Consultation and engagement

9.1    This document has been prepared by the Chief Risk Officer with engagement from subject matter experts as appropriate, and has been considered by the Corporate Leadership Team.

## 10.    Background reading/external references

10.1    In addition to the policies accessible via the Council's online Policy Register, key related documents are listed below.

10.1.1 Council Business Plan 2017-22

10.1.2 Procedural Standing Orders for Council and Committee Meetings

10.1.3 Committee Terms of Reference and Delegated Functions

10.1.4 Contract Standing Orders

10.1.5 Scheme of Delegation to Officers

10.1.6 Employee Code of Conduct

10.1.7 Financial Regulations of the City of Edinburgh Council

10.1.8 Corporate Debt Policy

**Stephen S. Moir**

Executive Director of Resources

Contact: Duncan Harwood, Chief Risk Officer

E-mail: duncan.harwood@edinburgh.gov.uk | Tel: 0131 469 3193

## 11. Appendices

Appendix 1 – Council's Risk Appetite Statement

**Appendix 1**

**City of Edinburgh Council - Risk Appetite Statement**

## Service delivery

The "service delivery" category refers to the current and future delivery of effective and efficient services, on time and within budget, in line with statutory requirements and stakeholder expectations.

**Risk Appetite** - The Council recognises that, on occasion, and despite all best efforts, there may be gaps in service delivery provision. We recognise the impact this could have upon service users and will always strive to return to optimal service delivery at the earliest practicable opportunity. In pursuing our objectives, the Council is open to taking risk, and is prepared to seek out and pursue major change initiatives, projects, and programmes where these are intended to bring significant improvements in service delivery. Service managers are expected to design, implement and sustain controls to manage such risks. The Council recognises that, as a large organisation directed by elected politicians delivering a wide and complex range of services to the public, it is likely to suffer occasional reputational damage, and the Council will tolerate a low level of occasional isolated damage to its reputation in this respect.

**Decision-making** - The Council has well-established controls in place through its Committee and corporate structure, schemes of delegation and levels of authority.

## Infrastructure

The "infrastructure" category refers to the physical structures (buildings, facilities, locations, equipment, software etc) and organisational structures (people, teams, processes, workflows etc) which ultimately support the provision of services.

**Risk Appetite** - In pursuing its objectives, the Council is open to taking risks, and is prepared to seek out and pursue major changes, upgrades, projects and programmes where these are intended to bring significant improvements to physical structures, internal processes, organisational capability, equipment or assets.

**Decision-making** - The Council has well-established controls in place through its Committee and corporate structure, schemes of delegation and levels of authority.

## Compliance

The "compliance" category refers to all applicable legislative, statutory, policy and procedural requirements (including, but not limited to, those relating to information governance and health and safety) relating to the Council and its activities.

**Risk Appetite** - The Council is averse to taking risk in this area and aims to comply with legislative requirements to the fullest extent possible.

**Decision-making** - No officer or elected member may knowingly take or recommend decisions or actions which breach legislation.

## Financial

The "financial" category relates to direct and indirect financial loss and financial stability and management over the short, medium and long term.

**Risk Appetite** - The Council aims to maintain its long term financial viability and its overall financial strength whilst aiming to achieve its strategic and financial objectives subject to the following minimum criteria:

The Council is legally required to set a balanced overall revenue budget every year and Executive Directors must then contain net expenditure within approved totals; and

In accordance with Council's reserves strategy, an appropriate General Fund unallocated reserves balance should be maintained in accordance with legislation. The Council has a cautious approach to financial risk and may be prepared to accept risk subject to the above criteria.

**Decision-making** - The Council has well-established decision-making processes in place through its Committee and corporate structure. Financial controls are set out in various documents including the Scheme of Delegation to Officers, Contract Standing Orders, Committee Terms of Reference and Delegated Functions, and the Financial Regulations of the City of Edinburgh Council.

# Corporate Policy and Strategy Committee

## 10.00am, Tuesday, 7 August 2018

# Chief Social Work Officer Annual Report 2017/18

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|---|---|
| **Item number** | 7.9 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

This report presents the Chief Social Work Officer's Annual Report for 2017/2018 to members.

The annual report is attached as Appendix 1. It follows the template issued by the Scottish Government.

The use of a template has been requested to enable a more consistent approach across Scotland and to allow for the Chief Social Work Adviser to the Scottish Government to develop a summary overview of Scottish social work services for Ministers.

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# Report

# Chief Social Work Officer Annual Report 2017/18

## 1. Recommendations

It is recommended that Corporate Policy and Strategy Committee:

1.1 note the Chief Social Work Officer's (CSWO) Annual Report for 2017/18 attached at Appendix 1.

## 2. Background

2.1 The CSWO is required to produce an annual report. The format changed some years ago, when local authorities were asked to use a template devised by the Chief Social Work Adviser to the Scottish Government to ensure consistency across Scotland in annual report submissions.

## 3. Main report

3.1 The CSWO annual report provides a broad outline of some of the key issues facing social work and social care in Edinburgh. It includes data on statutory services, areas of decision making and sets out the main developments and challenges.

3.2 The report includes an update on finance, service quality, delivery of statutory functions, workforce planning and development.

3.3 Included in the report is a range of performance data and some of the key social work indicators are set out. This information complements, rather than replicates the detailed performance and budget information on all social work and social care services.

3.4 Appendix 3 of the report acts as the required annual report to elected members on the operation of the statutory social work complaints process.

## 4. Measures of success

4.1 Success is monitored regularly through performance reports to the Corporate Leadership Team, the Chief Officers' Group for Public Protection and the Integration Joint Board for Health and Social Care.

Corporate Policy and Strategy Committee – 7 August 2018

## 5.    Financial impact

5.1    There are no financial impacts arising from this report. The report does articulate the challenging financial climate in which public services are operating.

## 6.    Risk, policy, compliance and governance impact

6.1    Any potential risks identified are monitored through service area risk registers.

## 7.    Equalities impact

7.1    There are no equalities impacts arising from this report.

## 8.    Sustainability impact

8.1    There are no sustainability implications arising from this report.

## 9.    Consultation and engagement

9.1    Social work services involve service uses and carers in the design and implementation of social work and social care provision.

## 10.    Background reading/external references

10.1    N/A

Alistair Gaw

**Executive Director for Communities and Families**

Contact: Alistair Gaw, Director for Communities and Families

E-mail: Alistair.Gaw@edinburgh.gov.uk | Tel: 0131 553 8291

## 11.    Appendices

11.1    Appendix 1 – Chief Social Work Officer's Annual Report 2017/1

**Appendix 1 – Chief Social Work Officer Annual Report 2017/18**

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**THE CITY OF EDINBURGH COUNCIL**

**CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2017/18**

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## 1. Introduction – key challenges and strategic direction

There are significant challenges facing the sector, including public sector reforms, a reduction in Government funding, the implications of Brexit, and the need to deliver services in an environment where demand is outstripping supply.

The Council has a clear vision which is focussed on:

- Prevention – every citizen lives a fulfilled and independent life
- Inclusive Growth – the Council enables good growth for Edinburgh and is a more commercially astute organisation
- High Quality Services – with a productive and motivated workforce, 21st century access to services and a more efficient estate

To support the Council to achieve the vision, 52 commitments have been identified which are structured around six themes:

- Delivering an economy for all – local jobs, growth, and affordable housing
- Building for a future Edinburgh – a planning system that works to protect and develop our city
- Delivering a sustainable future – a better environment and transport system that works for all
- Delivering for our children and families – improving lives and futures
- Delivering a healthier city for all ages – strong and vibrant communities
- Delivering a Council that works for all – more empowered, transparent, and improved public services

The Council has made significant progress in redesigning services through the Transformation programme, delivering recurring savings in excess of £70 million. The update report to Finance and Resources Committee (June 2018) on the revenue budget framework anticipated that to maintain spend in line with income, the Council would have to deliver at least £106m recurring annual savings from 2019/20 to 2022/23 with £28m savings needing to be delivered in 19/20.

The savings requirement reflects the continuing pressures the Council is facing which include:

- A rising population, which is projected to increase faster than any other area in Scotland from 507,170 in 2016/17 to 537,000 in 2021/22 and the demographic changes arising from this
- lack of affordable housing – there are over 20,000 people on the common housing register including 3100 people who have been assessed as homeless and are waiting for long-term accommodation
- the impact of the rollout of Welfare Reform on delivery of services

- delays in accessing appropriate care services, including assessments, support packages, and discharge from hospital
- difficulties in recruiting staff to work in social care jobs in a city with close to full employment
- the impact of the living wage and other nationally agreed policies
- pressures on high tariff, costly services, which do not always lead to the best outcomes, and divert resources from responsive, preventative services
- the effects of inflation (including pay awards) on the Council's direct and indirect expenditure, amounting to almost £55m over the period from 2018/19 to 2020/21 alone; and
- additional costs arising from major infrastructure-related projects including Local Development Plan, City Region Deal, supplemented with further investment in the Council's existing property estate.

Given the scale of required savings, the percentage savings allocation approach to delivery of savings is not sustainable or consistent with the Council's and partners' ambitions for the city.

The Corporate Leadership Team is developing a Change Strategy for the Council which will help support services to deliver radical transformation to key parts of the Council. The Strategy will focus on identified priority areas that deliver savings, reduce demand and deliver better outcomes through more efficient use of resources.

The Change Strategy is focussed on three themes which align to the Council's vision:

- Prevention and Early Intervention
- High Quality Services
- Inclusive and Sustained Growth

There are some specific challenges facing social care services, which are set out below.

**Communities and Families -  Looked After Children**

Children's Services have made significant progress in shifting the balance of care for looked after children. The number of looked after children is at its lowest point since 2009.

The Council have significantly reduced usage of secure accommodation and have made increasing use of kinship care. The number of children who have ceased to be looked after and are in permanent kinship care placements, still supported by the council, has steadily increased.

Usage of out of council residential placements has increased. This is in part associated with a significant increase in unaccompanied asylum-seeking children (UASC) who are looked after in our city. The Council is making significant progress putting in place appropriate shared and supported living arrangements for some of these young people.

There have been significant reductions in numbers of looked after children and usage of secure accommodation, however services are continuing to face the following pressures:

- an increase in UASC has resulted in additional pressures in residential care, however an additional £2.5m has been allocated in the 18/19 budget to mitigate the financial pressure
- increased demands on services for young people with disabilities aged between 16 and 18 years
- the growing population of under 17 year olds
- service demand for high tariff support for children with additional support needs,
- the impact of permanent kinship care placements and continuing care, i.e. former Looked After Children continuing in care to 21

However, the Council's long-term financial plan includes year on year increased funding provision for looked after children and children with disabilities to mitigate some of the pressures indicated above.

The service is continually looking at new opportunities for service delivery or development to help reduce service pressures.

The service continues to support Family Group Decision Making to help families find their own solutions and avoid children needing to become Looked After.  There is an increasing focus on permanent kinship care being put in place without the need for the child to become Looked After.  There continues to be close working between social work and additional support for learning services to identify overall supports for children and families to minimise the need for children to become Looked After.

Through the Permanence and Care Excellence programme, the Council are setting ambitious targets to improve the time taken to progress children to permanent care arrangements.

Self Directed Support (SDS) approaches continue to be developed for children in need to enable families to be supported without the need for children to become Looked After.  This will be developed further in 2018/19.

**Safer and Stronger Communities - Community Justice**

Edinburgh's Community Safety Partnership, on behalf of the Edinburgh Partnership (community planning) is responsible for the development and implementation of Edinburgh's Community Justice Outcomes Improvement Plan.

Work is underway to develop the Annual Report which is due to be submitted to Community Justice Scotland in September 2018.  The developments highlighted in the Community Justice Outcomes Improvement Plan reflect the work articulated in the 4 locality improvement plans. A multi-agency community improvement partnership is established in each locality. City-wide issues, such as motor cycle crime, begging, or hate crime have bespoke community improvement partnerships.

Significant developments in 2017-18 include:

1. Peer Mentoring Service

The Peer Mentoring Service was established in conjunction with SACRO for people currently involved in the criminal justice system. Mentoring can provide an important bridging service for people who have disengaged with family and friends, support services, education, training and employment. Volunteers will be used to complement the work being done by paid staff providing benefits not only to those being mentored but also the volunteers and the broader community.

2. Edinburgh Alcohol Problem Solving Court

The Edinburgh Alcohol Problem Solving Court is overseen by a named Sheriff and uses community payback legislation, with frequent court reviews. The criminal justice social work service provides the court with quick assessments with a focus on alcohol, and ensures streamlined access to substance misuse services through close partnership working.  An evaluation has been completed and indicates the court had a great deal of potential, recognising the need for alcohol-targeted interventions with this group of men. A refinement of aims and processes were identified as necessary to improve outcomes and this work is underway.

3. Community in Motion

Community in Motion is a partnership initiative to develop a problem-solving, restorative justice approach in North East Edinburgh. Motivated by the opportunities created by community empowerment and community justice legislation, and the move to locality working, Community in Motion has developed a framework for joint working, increasingly preventative in focus, with more community involvement and an emphasis on restorative and problem-solving practices, particularly around Hate Crime.  These posts have been made permanent, reinforcing the commitment to developing this work and embedding it in mainstream practice.

4. Just Us

Just Us is a group led by women who have experience of mental health problems and who have been involved in the criminal justice system. The group is supported by the Willow Service, which provides a range of support to women. Just Us was awarded funding from 'See Me Scotland' to raise awareness of the stigma experienced by women who have mental health issues and criminal justice involvement. They have continued to run conversation cafés using a film made by the group which highlights their collective experiences and have also organised a number of training events for women attending Willow, including a creative arts session to promote Just Us and support participation.

5. Media Campaign

In June 2017, the Offender Management Committee Prevention sub-group launched a three-month campaign to deter potential and pre-arrest offenders from accessing indecent images of children by encouraging them to seek help from support services such as Stop It Now!  One strand of the campaign targeted partners, family members

and friends of pre-arrest offenders, giving them information about what they can do to help the individual desist from offending behaviour. The campaign was promoted through social media, traditional media, radio adverts and posters, it communicated key messages about deterrence and signposted pre-arrest offenders to relevant support.  An evaluation report showed that during the period of the campaign, the numbers of people in Scotland accessing the Stop It Now! Get Help resource looking for anonymous advice on desisting from viewing indecent images of children, increased by 71%. New users in the first month of the campaign increased by 103%. New callers to the UK wide Stop It Now! Helpline from people in Scotland increased by 83%. It was therefore concluded that key outcomes of the campaign, such as engaging with the public and communicating deterrence messages, were comprehensively achieved.

6. Sustainable Housing on Release for Everyone

The Sustainable Housing on Release for Everyone (SHORE) is an early intervention approach being developed for prisoners on remand or those serving short-term sentences to provide support with sustaining their tenancy/accommodation. The Access to Housing and Support Lead Officer has been working with staff at HMP Edinburgh to develop this initiative.

## 2. Governance and Accountability Arrangements

The law requires each local authority to appoint a Chief Social Work Officer (CSWO). The local authority may not delegate this function and it is unaffected by the integration of health and social care under the Public Bodies (Joint Working) (Scotland) Act 2014.

The CSWO is by regulation a non-voting member of Edinburgh's Integration Joint Board for Health and Social Care; and a member of Edinburgh's Chief Officers' Group for Public Protection, which is responsible for the leadership, governance and performance management of the multi-agency aspects of public protection in the city.

The CSWO chairs or is a member of 5 partnerships/committees, which monitor performance and ensure the provision of quality services in relation to child and adult protection, offender management, alcohol and drugs and violence against women. The post holder is also an advisor to the Edinburgh Partnership for community planning and chair of the Edinburgh, Lothian and Borders Strategic Oversight Group for Multi Agency Public Protection Arrangements (MAPPA).

The arrangements for public protection in Edinburgh are consistent with the expectations of the Scottish Government. The Council's strategic partnerships and public protection governance arrangements are set out at Appendix 1 (Diagrams 1 and 2).

## 3. Social Services Delivery Landscape

Edinburgh's population is projected to increase faster than any other area of the country, with particular increases in some age groups. The high rate of growth presents several challenges, some of which are set out below.

- Almost 80,000 people in Edinburgh are living on incomes below the UK poverty threshold, meaning 16% of Edinburgh citizens are living in poverty.

- Research shows that people living in areas with higher levels of deprivation have poorer physical and mental health throughout their lives. However, health inequalities are not restricted to areas of multiple deprivation – up to 50% of people experiencing poor health do not live in the most deprived communities.

- Skill shortages and hard to fill vacancies are persisting and growing, particularly in the adult social care sector

- The roll out of Welfare Reform will continue to have a negative financial impact on many citizens and on the Council's ability to meet their needs

- Edinburgh continues to be a pressured housing market, with high housing costs and rising need and demand for affordable housing. People on low to middle incomes are faced with higher housing costs, with no commensurate increase in their income

- Drug and alcohol problems affect the city severely, with an estimated 22,400 adults dependent on alcohol and 6,600 people dependent on heroin and/or benzodiazepines

- The total number of drug related deaths have risen sharply in Edinburgh (69 in 15/16 to 97 in 17/18)

Concentrated effort on transforming services and diverting resources to preventative services are key to sustainability and improved outcomes for people.

**Edinburgh Health and Social Care Partnership**

In 2017 it was recognised that there were areas of the operation of the Partnership that were not functioning well, therefore a "Statement of Intent" was drafted by the Interim Chief Officer, providing clarity and focus to the activities of the Partnership with a particular emphasis on performance, quality and finance.

The Statement of Intent set out the seven key priorities for the 2017 /18 financial year:
- Developing strategies
- Improving relationships
- Developing a performance framework

- Ensuring quality
- Developing a financial framework
- Doing the basics well
- Clarify and simplify governance arrangements

Outline strategic commissioning plans were produced for five client groups: learning disabilities; mental health; physical disabilities; older people; and primary care.

These plans, supported by a number of cross cutting themes were approved by Edinburgh's Integrated Joint Board (EIJB) in early 2018 and form the basis for ongoing development of the new strategic plan.

The Partnership has also identified eight key categories where sustained change is needed to achieve the ambitions of the IJB:

- **Prevention** – a sustained and meaningful shift towards preventative and early intervention activity
- **Wider cultural change** – conversations with stakeholders about the care that can be provided by the Partnership and reasonable contribution to care from individuals, relatives and communities
- **Reduction in demand** - redesigning the system to create opportunities for individuals to receive the right information or support at the right time
- **Reduce** the number of people waiting for assessment and increase satisfaction rates, meaning people can access services directly and much faster.
- **Redesigning services** – redesigning some of the internal, high cost, direct care services
- **Workforce Development** – a strong focus on organisational development, leadership and support for staff groups being asked to work in new and changing environments
- **Adequate internal resources** – to deliver radical transformational change programmes
- **Professional / clinical governance and quality -** the integration of staff with different employers, terms and conditions and professional backgrounds, requires careful consideration of a range of HR issues and governance arrangements

**Outline Commissioning Plans**

Noted below is a summary of the strategic commissioning plans that will support the new strategic plan for the Partnership:

<u>**Disabilities Services**</u>

Physical Disabilities

In Edinburgh:
- 5,510 people have a physical disability
- 1494 are in receipt of services from the Partnership

- It is expected that there will be a 1.4% increase each year of those that are affected by a physical disability.

Priorities for the future shaping of disability services include:

- Strengthening services that can support people to be more independent in their community.
- Identification of a range of housing and support options for people with physical disability, with a focus on core and cluster services
- Reducing the cost of night care by developing a night support service, with the option of on-call responders.
- Reviewing the number of community navigators.
- The move from the Astley Ainslie Hospital to the redesigned Royal Edinburgh Hospital will offer opportunities to review current bed use and outpatient services.

Learning Disabilities

In Edinburgh:
- 8584 individuals have a learning disability.
- 1335 are in need of a service from the Partnership.
- It is expected that there will be a 2% annual increase of those affected by a learning disability.
- It is predicted the number of young people over 16 seeking day support will increase by 5% per year. This could result in an additional 300 people needing services over the next five years and 700 people over the next ten years.

The Partnership knows of 76 people who are seeking to move to their own accommodation with the estimated costs over a four-year period of £10.8m. To manage this demand, people assessed as requiring accommodation will be prioritised, with a focus on young adults, people living in hospital and those living with ageing carers.

Priorities for the future shaping of learning disabilities:
- The redesign of the Royal Edinburgh Hospital will require 19 community placements (18 already commissioned); in addition, 15 beds for assessment and treatment will be commissioned from NHS Lothian.
- Taking a whole life approach that improves earlier intervention in childhood for people with behaviours that are challenging, and the development of smoother transitions from children to adult services.
- Adopting an 'Ageing in Place' strategy, which will promote awareness of disability issues in older people's services and aging issues amongst learning disability services.
- Strengthening services that can support people with more complex behavioural or forensic needs in the community, which will lead to the development of four 'locality leadership groups'.

- Identification of a range of housing and support options for people with learning disabilities and people with complex needs with a focus on core and cluster services. Reducing the cost of night care by developing a night support service with the option of on-call responders.
- Creating a 'framework' or 'alliance' agreement for accommodation with support across current partners to improve the links between people and providers.

Key priorities for people with autism (who do not have a learning disability) include:

- Further development of the existing Edinburgh Autism Plan to reflect the emerging priorities from the next and final stage of the Scottish Strategy for Autism.
- Ongoing advice and information for people with autism, including finding and maintaining housing and working in Partnership with key stakeholders.
- Continuing the Partnership's approach to promoting autism awareness with staff and the general public.

## **Primary Care**

All Integrated Joint Boards must produce a Primary Care Improvement Plan by 1 July 2018 to Scottish Government.

The plan will focus on stabilising and transforming the General Medical Services over the next four years and take into account the current pressures on Primary Care and population growth.

National pressures are magnified in Edinburgh by list growth. In 2007, 500,000 patients were registered and by 2017 this had grown to 550,000. Each year 5000/6000 more people move to Edinburgh or register with a local GP practice. The rate of city growth is established as consistent with the Edinburgh Local Development Plan. This runs to 2026 and will bring the GP registered population up to 600,000

Priorities for the future shaping of primary care services:

- Understand how the new contract outline model can best be implemented at locality/cluster/practice level to stabilise and transform the Primary Care workforce.
- Implement a Link Worker Network supporting 20 practices in areas of high deprivation as classified using the Scottish Index of Multiple Deprivation (SMID).
- Expansion of Advanced Nurse Practitioners, pharmacists and CPNs.
- Current tests of change within physiotherapy and administrative support are likely to create further demand. (The potential of psychology has not yet been tested).

## Mental Health

Over 120,000 people in Edinburgh experience a mental health problem. The current provider landscape is complex with multiple mental health and substance misuse teams. Support is also available through independent and voluntary sector providers and a range of specialist mental health services provided from the Royal Edinburgh Hospital campus and the Royal Infirmary of Edinburgh.

Partners adopt a whole system approach that includes involvement from the public, third and private sectors, to improve the mental health and wellbeing of individuals and their families, supported by resilient communities and inclusive employers.

Priorities for the future shaping of mental health services:

- Prevention – Place-based and person-centred life course approach
- Access – Responsive and clear access arrangements connecting people to the support they need at the right time
- Parity of esteem between mental health and physical illness through collaborative and cross sector working across public sector bodies, third sector and private sector
- Sustainability – the best use of Edinburgh's funding through improving financial and partnership sustainability
- Culture - enabling local areas to make decisions for system wide outcomes supported by shared information and building on 5 Ways to Well Being https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing
- Evidence and Research – Learning from local, national and international evidence and research and driving transformational change across traditional silos with a wide range of partners from public, voluntary and private sectors
- Measurement – Standardised outcomes framework with minimum standards, outcomes and access across all providers of health and social care
- All employers promote good employment practice for mental health, building capacity for conversations to support suicide prevention

## Older People

There is a clear need to transform services for older people as current demand outstrips performance. As of March 2018 there are currently:

- 1562 citizens waiting in the community for an initial assessment
- 964 citizens who have been assessed, waiting for services
- 237 citizens whose discharge from hospital has been delayed

Of whom an average of:

- 58 require care home placements
- 119 require packages of care

If services continue to deliver in this way, it will cost at least an additional £50m over the next ten years across health and social care services.

If the existing service model were matched directly to population growth, by 2022, Edinburgh would need to provide:

- 428,000 additional hours of home care per year
- 748 additional care home beds
- 7,900 additional intermediate care hours per year
- 150 additional long stay hospital beds for older people (inpatient complex care beds)

These numbers demonstrate that the current model is not sustainable and there must be a shift to commissioning services rather than a one size fits all approach, taking into account the Partnership's ambition to deliver a model of "Realistic Care".

Priorities for the future shaping of older people services:

- Health and Wellbeing - focusing on providing alternative and additional services earlier in the pathway. Ensure appropriate information and support are provided to citizens to make choices that reflect their needs more effectively.
- Access and Assessment - the establishment of an assessment and review board, which has sponsored the production of a harmonised assessment process. This requires considerable additional work, but has great potential to reduce the size of queues, including investment in telecare, self-directed support and changes to our support planning approach.
- Short Term Care and Support - working collaboratively with our primary care, third, independent and housing sector colleagues to identify different models of care and capacity needed to ensure quick and timely discharges from acute services and short-term support required to prevent admission.
- Long Term Care and Support - work with the independent, third and housing sectors to create a more coherent design.
- Complex care, accommodation, and bed-based services - shifting the balance of care from institutions to homely settings in the community, ensuring that people are as close to home as possible.

**Edinburgh Health and Drug Partnership**

A partnership model for delivering services to young people who have an alcohol or drug problem. This offers the following services, assertive outreach, counselling, one to one support, family work and clinical support.

The Junction and Muirhouse Youth Development Group continue to deliver a programme of alcohol prevention in the North of the city. This includes outreach, alcohol brief interventions and referral to counselling and support.

In 2017 /18, the Alcohol and Drug Partnership published its alcohol strategy for Edinburgh 2017-22 and focuses on affordability, acceptability and accessibility of alcohol across Edinburgh. More information can be found here.

In 2017/18, there were 97 drug related deaths in Edinburgh, an increase of one based on 2016 figures. However, over the last few years, the total number of drug related deaths have risen sharply in Edinburgh.

Four locality based Drug Related Deaths Review Groups have been set up to learn lessons from individual drug related deaths and key issues are fed into the Pan Lothian Strategy Group to develop a strategic response across organisations.

A health needs assessment was initiated in 2016/2017, identifying the needs of injecting drug users and the service responses. The findings and were published in July 2017 and can been found here which provide detail of several recommendations which are being oversee by a multi-agency group.

**Inclusive Edinburgh**

Edinburgh Health and Social Care Partnership have established an 'Inclusive Edinburgh Board' to improve the life-chances, health and well-being of the city's most vulnerable, disenfranchised and disengaged citizens.

To improve outcomes for people who experience chronic homelessness and have complex needs the Board is:

- Redesigning services to reduce 'revolving door' and 'failure demand' through a more inclusive approach.

- Developing a shared understanding of the work across services and sectors at operational and strategic levels.

- Adopting a psychologically informed approach to building effective relationships with people who struggle to engage across the service pathway.

- Progressing integration of homeless statutory services (health, social work and housing) for people with complex needs under a single line management structure.

- Establishing a city centre location for the integrated service with a single point of access

**Communities and Families - Looked After Children**

Social work services aim primarily to support children to remain in their own family, school and community. However, there are times when children and young people cannot live at home or need extra help to do so. Some children will need care for only a few days or weeks, others will need months, and some will need care throughout the whole of their childhood. Some will be adopted and become part of a new family for life.

It is an ambition of the Council and its partners to reduce the number of children who need to be looked after away from their birth family. Long-term, significant and sustainable reduction in this requires meaningful investment in preventative services and early intervention. This cannot rely solely – or even primarily – on social work services, but depends on joint working and shared responsibility for outcomes between statutory, voluntary and independent providers, universal and targeted services and adult and children's provision.

There is a strong commitment in Edinburgh to develop the equivalent of a 'child-friendly city', which is an approach that has seen significant success in other authorities across the UK. To be effective, this approach will require a long-term commitment, as the impact of positive preventative measures often takes years to

become apparent. This is always a challenge when agencies face short-term financial and other performance pressures.

Securing early, permanent, alternative family-based care for children who need it is one of the most important factors in their healthy development, and remains one of the highest priorities for social work.

The social work service undertakes the critical functions of recruiting new adoptive parents, tracking children registered for adoption until a family is identified, and providing post adoption support to adopters with children in placement.

In 2017/18, 21 children were placed for adoption. During the same period, 20 children ceased being looked after as a result of being adopted successfully.

A foster care placement can have a huge impact on a child's life, improving their confidence and their long-term life chances. Carers look after children of all ages, from babies to 18 year olds, and may provide continuing care up to the age of 21. They may also look after children for regular short periods to support parents who need a break from the pressures of looking after a child who has additional needs, for example a physical or learning disability.

The approach to Self Directed Support (SDS) has resulted in more involvement of children and families in designing their own care packages. This has increased the number of families in receipt of SDS packages.

Children and families have been consulted when new services have been commissioned, providing additional support for learning as well as support for the family to prevent exclusion or from needing to be looked after away from home. A Champion Board of looked after children have been set up, which is starting to influence decision makers within the multi-agency partnership. Decision makers will also have a direct role in co-producing corporate parenting plans going forward.

There is good third sector engagement and representation on the Child Protection Committee and Children's Partnership. Consultation has taken place with the third sector on the distribution of small grants and participatory budgeting. Marketplace consultation has also occurred for large contracts when designing the service specification.

**Public Protection - Domestic Abuse**

Edinburgh's Domestic Abuse Strategy and Improvement Plan was agreed by the Edinburgh Partnership in June 2017 and can be found here.

The plan outlines the vision to develop a coordinated community response to domestic abuse in Edinburgh, which has been the driver for a city-wide review of all statutory agencies, commissioned services and grant provision, and an evaluation of service pathways for victims, children and perpetrators.

Work streams are progressing well and include:

- The development of a Housing Policy which outlines a flexible, speedy and safe process to ensure that individuals and their children are safe, secure and settled in a home of their choice.
- The development of new Guidance for Domestic Abuse and Child Protection supported by multi-agency training.

- A locality based, multi-agency response to domestic abuse in Southwest Locality which intervenes early, engages safely with all family members, coordinates services and improves outcomes.
- Improving the skills of the workforce in engaging with perpetrators so that they are held accountable and given the opportunity to change their behaviour.
- The creation of three tiers of domestic abuse training to develop Domestic Abuse Champions within each locality and in a variety of service areas.

## Public Protection – Human Trafficking

Throughout 2017/18 members of the multi-agency Human Trafficking and Exploitation sub group have worked in partnership with the Scottish Government. Some examples include contributing to the National Child Trafficking Strategy Group and piloting Police Scotland's Duty to Notify Portal.

Edinburgh's Human Trafficking and Exploitation sub group reviews its local action plan to ensure that it reflects the national strategy priorities which are:

- Identification of victims and support them to safety and recovery
- Identification of perpetrators and disrupt their activity
- Address the conditions, both local and global, that foster trafficking and exploitation

The action plan continues to be underpinned by key stakeholder/partnership arrangements, a multi-agency support protocol for victims of human trafficking (children and adults) and a cross sector learning and development programme. Several organisations are now using the same materials to deliver bespoke training in their own organisation. This ensures consistency in the key messages given.

A range of organisations are now in communication with the sub-group and have received guidance and support to develop and resource their own internal human trafficking and exploitation work.

## Public Protection – Adult Protection

Work streams are underway to improve consistency of adult protection information recording, including:

- a pilot in the South-East locality to improve locality management oversight of Adult Support and Protection (ASP) work and compliance with recording. Once concluded, this will be rolled out across all 4 localities.
- a process to ensure service users are involved in their case conference if they are unable/unwilling to attend has been defined and is currently being implemented.

- performance indicators have been reviewed and a new performance report is now in place. Indicators now cover activity counts and performance monitoring.

Adult Protection Senior Practitioners are undertaking case file audits, examining four ASP Duty to Enquire cases per month, where they have not progressed to inter-agency referral discussion (IRD) stage. The aim to monitor standards of practice and decision- making processes. The IRD Review group quality assures those cases which do progress to IRD. The Initial Case Review (ICR) section of the Significant Case Review Protocol has been reviewed and developed in response to a greater demand for Initial Case Reviews.

There were four ICR initiated within 2017/18, two of which have progressed to Significant Case Review (SCR).

Action plans have been generated from the ICRs and have been incorporated into a single ICR/SCR Improvement plan. Some of the actions have already been completed.  Further work is required to ensure the recommendations from ICRs are taken forward timeously. A Significant Case Review was undertaken during 2017/18 by the Adult Protection Committee.  The SCR is nearing its conclusion and the executive summary report will be published in due course.

Following a care inspection of adult services, it was recognised that frontline staff needed further guidance and support to increase their confidence in this challenging area of work. Two adult protection Senior Practitioners have been appointed to promote, support and improve ASP standards and increase consistency of practice. They will also chair Adult Protection Case Conferences. Four quality assurance officers have been assigned to work directly with localities to improve practice and provide consistency across the city.  The Adult Protection Senior Practitioners have a significant part to play in the improvement agenda.

Because of an increased awareness of domestic abuse issues, there has been a number of IRDs (interagency referral discussion) held in relation to those experiencing this form of harm. Police Scotland Domestic Abuse Team are working with ASP council officers to support and protect the individuals concerned. Two of these situations warranted a protection order banning the subject from contact with their ex-partner. This involved careful collaborative planning and implementation.

Work is ongoing to enhance skills of frontline staff and managers and to develop the knowledge base of those staff within the Health and Social Care Partnership around the IRD process. The IRD system is also being reviewed to look at opportunities to record more detailed health information on the system.

**Safer and Stronger Communities - Community Justice**

Edinburgh's Community Safety Partnership is responsible for the development and implementation of Edinburgh's Community Justice Outcomes Improvement Plan, which involved public consultation events with victims and witnesses and for people involved in the criminal justice system (including registered sex offenders and other high risk of harm offenders). Those who participated in the latter event highlighted the importance of strong relationships in helping them achieve behaviour change.

The Council provides residential accommodation for high risk offenders, primarily to facilitate transition from long-term prison sentences to their own accommodation. In July 2017, the Care Inspectorate inspected the residential unit and awarded it a "very good" grading for quality of *care and support* and for *quality of staff*.

The latest Community Payback Order Annual Report (2016-17) includes information regarding offenders' experience of supervision and outcomes for them. 87% of offenders thought that supervision had helped them to stop or reduce offending. The Community Justice (Scotland) Act 2016 transferred responsibility for community justice planning from Community Justice Authorities to local planning partnerships.

Edinburgh has had a long-standing commitment to preventative work, to a service model that offers a continuity of service regardless of where the service user is in the community justice pathway and to developing new and innovative ways of delivering services.

Examples of early intervention and of service developments include:

- **Supervised bail**

  This allows service users who would otherwise have been held on remand, to be released to an assessed address where work is undertaken to explore and manage the underlying causes of offending.  A new post has recently been established to work to reduce the female remand population.


- **Diversion from Prosecution**

  The Diversion from Prosecution scheme provides an alternative to prosecution and supports the individual to engage with tailored interventions to address their offending behaviour.


- **Community in Motion (CIM)**

  Delivering, along with partners, a community driven problem solving, restorative justice approach which cuts across primary, secondary and tertiary prevention.

  CIM works to strengthen and motivate the community by encouraging people to play a positive role in developing practical solutions to community

problems, and to contribute to building a safer and stronger community environment.

- **Edinburgh and Midlothian Offender Recovery Service (EMORS)**

  EMORS, for short term prisoners, takes a recovery centred approach, working with individuals to help them move away from problematic alcohol and drug use and other issues that increase the likelihood of offending.

  The service provides continuity of care from point of arrest, throughout an individual's stay in prison, and during the transition period from prison to community. It also uses peer volunteers to show visible recovery in the throughcare model.

- **Peer Mentoring Service**

  This service was established in conjunction with SACRO for people currently involved in the criminal justice system.  Mentoring can provide an important bridging service for people who have disengaged with family and friends, support services, education, training and employment.  Volunteers will be used to complement the work being done by paid staff providing benefits not only to those being mentored but also the volunteers and the broader community.

- **Edinburgh Alcohol Problem Solving Court**

  Speedy assessments for court with a focus on alcohol ensures streamlined access to substance misuse services through close partnership working.  An evaluation has been completed and indicated that the court had a great deal of potential, recognising the need for alcohol-targeted interventions with this group of men. A refinement of aims and processes were identified as necessary to improve outcomes and this work is underway.

The examples above support Community Justice Scotland's agenda and given the innovative working already in place, the Council is keen to be involved in Community Justice Scotland's scoping exercise and discussions on the future delivery of demonstration projects to test new approaches for community justice.

## 4. Resources

The Council continues to face significant challenges from a combination of increases in demand, inflationary pressures, welfare reform and heightened citizen expectations, all set against a backdrop of reducing Government grant income once account is taken of monies provided for the delivery of new, or additional, commitments.

Taking these factors into account, an updated revenue budget framework report considered by the Finance and Resources Committee on 12 June 2018 anticipated that in order to maintain expenditure in line with income, the Council will need to deliver at least £106m of recurring annual savings between 2019/20 and 2022/23, with £28m of these due in 2019/20.

The chart below shows the gap between projected expenditure demands and available funding. This gap is likely to increase if levels of Government funding are lower than anticipated or demographic changes are different from those provided for. The budget strategy seeks to identify potential service options to a value greater than is required in 2019/20 to allow both for an element of discretion in those taken forward and to guard against a lower level of funding settlement.
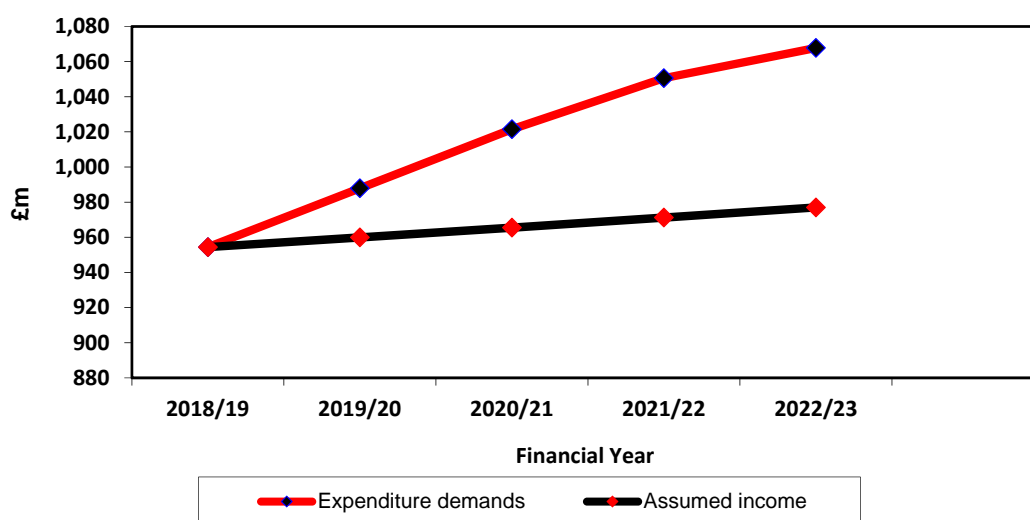


**Demographic investment**

In recent years, budget planning in the Council has provided significant protection to social work services, as well as for other priorities, such as schools. The Council's long-term financial plan continues to provide additional funding to meet growing needs for care services from the increasing number of older people in the population, particularly those over the age of 85, and increasing numbers of people with learning and physical disabilities due largely to greater longevity.

Funding is also provided for a growing number of children and young people, with some additional needs offset by preventative investment in early years and by actions intended to reduce the increase in the number of looked-after children. Despite this welcome commitment, the scale of savings required from public services and the growing complexity of need across all age groups, leave services with diminished capacity to meet need to the level and quality communities expect. This

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creates challenging tensions in balancing potentially competing demands on public funds.

**2017/18 outturn**

The provisional outturn for the Health and Social Care service reflects significant demand-led pressures, showing an overall overspend of £7.5m. This position reflects delivery of planned savings associated with the organisational review but includes significant slippage on planned transformation-related purchasing savings. Development of these business cases for both telecare and support planning and brokerage, rooted in revised models of demand management, will form a key element in re-establishing financial stability going forward.

Growth in demand for care at home services, coupled with increases in direct payments and individual service funds, has also resulted in expenditure exceeding budget in these areas by some £1.8m, after application of an initial £2.2m of recurring funding from the Social Care Fund (SCF) and a subsequent further release of £2m, approved by the Edinburgh Integration Joint Board on 17 November 2017, in recognition of continuing demographic-led growth in demand.

While forming part of the wider Communities and Families outturn, despite significant savings resulting from shifting the balance of care through the Looked-After Children Transformation Plan, demand-led pressures in the areas of fostering and use of out-of-Council placements were apparent during the year. In recognition of these factors, the approved budget framework for 2018/19 reflects £2.5m of relevant additional investment.

**2018/19 budget**

The Council's 2018/19 allocation to the Edinburgh Integration Joint Board (EIJB) represents a year-on-year uplift of £12.6m (6.8%), with provisional further contributions from NHS Lothian (£4m) and the EIJB (£2.8m) based on increasing capacity. In addition to securing these contributions, in view of significant expenditure pressures and required service investment, achievement of a balanced overall position is dependent upon delivery of £2.35m of efficiency savings and £6.7m of transformation programme-related savings, particularly those rooted in improved demand management.

**Council-wide Change Strategy**

The Council has delivered over £240m of recurring savings since 2012/13, equivalent to around 25% of its net budget. This has allowed the combined financial challenges of increasing demographic-led service demand, inflationary pressures and legislative reform to be addressed whilst steadily improving performance across many areas. There is a need to place much greater focus on service transformation and prioritisation, designed using insight from active engagement from communities and elected members.

The Council's Change Strategy has therefore identified three key themes of (i) providing high-quality services at the right level, (ii) moving Edinburgh to a radical

preventative agenda and (iii) achieving sustainable inclusive growth, to improve services whilst securing longer-term financial sustainability.

In recognising that such a transformational shift can only be achieved over the medium to longer-term, a staged approach will be required, with a suite of shorter-term measures identified to provide necessary financial breathing space in 2019/20 preparing the foundations for more fundamental longer-term change.

**Comparative expenditure analysis**

As part of the Looked-After Children Transformation Plan, Edinburgh continues to seek to control expenditure through reductions in usage of secure and residential care, increases in local authority foster carers and kinship carers, and supporting more families with community-based services.

In adult social care, the emphasis is similarly based on the use of, and investment in, preventative services wherever feasible, with approved budget framework proposals for 2018/19 targeting significant savings through further focused investment in both re-ablement and telecare/telehealth, as well as other revised models of demand

Set out below are some key issues relating to both performance and quality, focused on the main social work-related functions, together with associated management information.

**Performance - Mental health and Guardianship**

Many factors impact on people's mental health and well-being, and a wide range of services, both targeted and universal, contribute to the effective support of people who need help. Some chronic and severe mental ill-health or acute crises require the involvement of registered social workers. Mental Health Officers are social workers with an additional accredited qualification and must by statute be involved in certain decisions relating to deprivation of liberty or where a person is assessed as lacking capacity. These decisions are governed by the CSWO.

| Table 1 | 2015/16 | | 2016/17 | | 2017/18 | |
| --- | --- | --- | --- | --- | --- | --- |
| | Number | Individuals | Number | Individuals | Number | Individuals |
| Contacts | 590 | 506 | 590 | 506 | N/A* | N/A* |
| Assessments completed | 1380 | 845 | 1380 | 845 | 1213 | 757 |

*Contacts can't be recorded this year as the mental health team have now merged with the Substance misuse teams, therefore there is not a way to differentiate between mental health referrals and substance misuse referrals.

| Table 2 | Commenced Apr 15 – Mar 16 | Commenced Apr 16 – Mar 17 | Commenced Apr 17 – Mar 18 |
| --- | --- | --- | --- |
| Emergency detention in hospital (72 Hrs) | 208 | 195 | 241 |
| Short-term detention in hospital (28 days) | 411 | 484 | 472 |
| Compulsory Treatment Orders (indefinite with 6 monthly review in first year and then annual review) | 125 | 107 | 151 |
| Interim Compulsory Treatment Orders (28 days) | 61 | 47 | 72 |

| Table 3 | As at 31 March 2016 | As at 31 March 2017 | As at 31 March 2018 |
| --- | --- | --- | --- |
| Emergency detention in hospital | 41 | 0 | 0 |
| Short-term detention in hospital | 167 | 49 | 138 |
| Compulsory Treatment Orders | 306 | 343 | 416 |

| Table 4 - orders under the Criminal Procedures (Scotland) Act open to the Mental Health Officer service | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|
| Total legal orders started | 25 | 20 | 41 |
| Total legal orders open at period end | 71 | 80 | 94 |
| Compulsion Orders with Restriction Order open at end of period | 24 | 27 | 27 |

| Table 5 | 2016 | 2017 | 2018 |
|---|---|---|---|
| **Welfare guardianship** | | | |
| CSWO welfare guardianship | 116 | 146 | 148 |
| Private welfare guardianship | 167 | 203 | 205 |
| **Financial guardianship** (private only) | 92 | 100 | 97 |
| **Welfare and financial guardianship** | | | |
| CSWO welfare and financial guardianship (guardian for financial element must be non-Council) | 32 | 39 | 29 |
| Private welfare and financial guardianship | 319 | 366 | 385 |
| **Total** | 726 | 854 | 864 |

**Performance - Children in need, child protection and looked after children**

| Table 6 Volume | | | |
|---|---|---|---|
| | **At 31 March** | | |
| | **2016** | **2017** | **2018** |
| Approximate number children allocated in Children and Families teams | 3900 | 3400 | 3400 |
| | | | |
| | **2015/16** | **2016/17** | **2017/18** |
| Number of monthly reports submitted to the Authority Reporter | 261 | 200 | 188 |

| Table 7 Child Protection | | | |
|---|---|---|---|
| | **Figures for period April to March** | | |
| | **2015/16** | **2016/17** | **2017/18** |
| Child protection Inter-agency Referral Discussions (IRDs) | 1,277 | 1343 | 1396 |
| Child protection case conferences | 1,268 | 1174 | 940 |
| Children on Child Protection Register | 286 | 226 | 206 |

| Table 8 Child Protection Case Conferences | | | |
|---|---|---|---|
| | Figures for period April to March | | |
| | 2015/16 | 2016/17 | 2017/18 |
| Initial | 382 | 312 | 254 |
| Pre-birth | 88 | 73 | 71 |
| Review | 791 | 768 | 612 |
| Transfer | 7 | 21 | 3 |
| Total | 1,268 | 1174 | 940 |

| Table 9 Domestic Abuse – Child Welfare Concerns and Child Protection Registrations | | | |
|---|---|---|---|
| | 2015/16 | 2016/17 | 2017/18 |
| Total number of child welfare concern forms sent to Social Care Direct | 11,694 | 11,505 | 10,711 |
| Number of child welfare concern forms with domestic abuse as a concern | 3,904 | 3,322 | 3,655 |
| % of children on the Register with a domestic abuse concern identified | 33% | 53% | 44% |

| Table 10 Looked After Children | At 31 March | | |
|---|---|---|---|
| | 2016 | 2017 | 2018 |
| Total number of children and young people looked after | 1390 | 1372 | 1334 |
| At home with parents | 323 | 347 | 338 |
| In foster care | 590 | 584 | 581 |
| In residential | 74 | 83 | 101 |
| With kinship carers, friends / relatives | 347 | 320 | 271 |
| With prospective adopters | 34 | 24 | 26 |
| In secure accommodation | 16 | 9 | 7 |
| Other | 6 | 5 | 10 |

| Table 11 Secure Accommodation | | | |
|---|---|---|---|
| | Figures for period April to March | | |
| | 2015/16 | 2016/17 | 2017/18 |
| Total number of admissions | 38 | 30 | 20 |
| Admissions to out of Edinburgh provision | 11 | 12 | 14 |
| Average length of time in secure for young people discharged (in days) | 135 | 135 | 155 |

| Table 12 Adoption and Permanence | Figures for period April to March | | |
|---|---|---|---|
| | 2015/16 | 2016/17 | 2017/18 |
| Adopters approved | 20 | 14 | 15 |
| Children registered for adoption (Permanence Order with Authority to Adopt) | 28 | 26 | 31 |
| Children registered for permanence (Permanence Order) | 46 | 51 | 28 |
| Children placed for adoption | 37 | 23 | 21 |
| Children adopted | 35 | 35 | 20 |
| % of Permanence panels in timescale | 85% | 25% | 40% |

## Performance - Community Justice

| Table 13 Offenders in the community subject to statutory supervision | | | |
|---|---|---|---|
| | 31 March 16 | 31 March 17 | 31 March 18 |
| Assessed as very high risk or high risk (sexual violence) | 22 | 17 | 7* |
| Assessed as very high or high risk (violence) | 69 | 46 | 37 |
| Probation orders | 13 | 9 | 8 |
| Community service orders | 8 | 7 | 5 |
| Community payback orders | 1053 | 1121 | 1069 |
| Drug treatment and testing orders | 121 | 121 | 145 |
| Drug treatment and testing orders (II) | 48 | 33 | 34 |
| Bail supervision | 18 | 16 | 23 |
| Statutory supervision of released prisoners (e.g. life licence parole, extended sentence, supervised release orders) | 140 | 128 | 127 |

- 2,700 people were supported through open community orders by the Criminal Justice Social Work Service. This represents a 2% decrease from support given last year.
- Criminal Justice staff completed 2,464 social work reports to support decision making by the courts, representing a 3% decrease from last year.

*Many offenders being managed in the community have their risk levels reduced to medium, reflecting successful risk management strategies.

| Table 14 Offenders in prison who will be subject to statutory supervision on release | | | |
|---|---|---|---|
| | **31 March 16** | **31 March 17** | **31 March 18** |
| Offenders currently in prison who will be subject to statutory supervision on release assessed as very high or high risk (sexual violence) | 57 | 66 | 69 |
| Offenders currently in prison who will be subject to statutory supervision on release assessed as very high risk and high risk (violence) | 117 | 113 | 110 |

**Performance - Adult Protection**

| Adult Protection Activity | | | |
|---|---|---|---|
| | **2015/16** | **2016/17** | **2017/18** |
| Adult protection referrals | 1134 | 1726 | 1870 |
| Adult protection contacts | 158 | 255 | na |
| Inter-agency Referral Discussions (IRD) | 329 | 425 | 358 |
| IRD as a % of referrals | 29% | 21.5% | 19.1% |
| Adult protection initial case conference | 79 | 99 | 80 |
| Initial case conference as a % of IRD | 24% | 23.3% | 22.3% |
| Adult protection case conference reviews | 110 | 93 | 113 |
| Incidents between service users | 379 | 878 | na |

Adult Protection Contacts (Referrals) - These have increased in the year. There has also been focused work to improve recognition, reporting and recording situations which meet the duty to make inquiries.

Large Scale Investigations – are now collated separately as per care service rather than as an individual service user count. There were five Large Scale Investigations initiated within the reporting period, four of which were in relation to care at home provision and the fourth concerned a care home. Themes emerging from the care at home investigations were:

- Quality and consistency of care
- Missed visits
- Financial harm
- Lack of robust procedures for the management of service user funds
- Management of medication
- Leadership
- Organisational culture

Inter-agency Referral Discussions - IRDs
The number of IRDs completed has been variable over the past 12 months. The source of data was changed from Swift to e-IRD from October 2016 to reduce duplication of data. The redesigned ASP training course and workshops aims to increase confidence in decisions when progressing to IRD. This is reinforced via

locality-based consultative work carried out by the Adult Protection (AP) senior practitioners.

<u>Incidents between service users</u>
This data is no longer provided as a report for the Committee. Incidents within care services which trigger the duty to make inquiries now come under adult protection contacts field.

**Quality Assurance of Residential, Day and Domiciliary Care for Adults**

In addition to the residential, day care and home care services managed directly by the Partnership, staff are responsible for the contract management of 520 contracts with 306 suppliers of regulated care services.

A further 115 contracts are managed in this way for the delivery of unregulated services, which include advice, advocacy and information, lunch clubs and practical help for people who choose self-directed support.

The Partnership and Council's expectation is that all regulated providers – including 'in-house' services achieve a minimum Care Inspectorate Grade 4 (Good) for the quality of care and support, and that any complaints are addressed quickly and effectively. Providers who fall short of these expectations, or about whom any relevant media, market, regulatory or other intelligence comes to the Partnership or Council's attention, are referred to the Quality Assurance Group for Care Homes/Care at Home services.

The remit of both groups is to monitor the quality of service provision, to acknowledge good practice and to challenge providers when services do not meet consistently high standards. Action is taken in respect of services assessed as 'weak' or 'unsatisfactory', and complaints to the Care Inspectorate and/or Council that have been upheld are the subject of discussion with providers, to ensure they have been addressed and measures are in place to prevent recurrence.
Based on the intelligence provided by these mechanisms, the Chief Social Work Officer can suspend admissions or referrals to services that do not meet minimum standards.

| Breakdown of Care Inspectorate grades for contracted providers (information on Council services is set out at Appendix 4) | | |
|---|---|---|
| Year | % of contracted providers in Edinburgh achieving excellent, very good or good Care Inspectorate grades | % of contracted providers in Edinburgh achieving adequate, weak, unsatisfactory Care Inspectorate grades |
| 2015/16 | 78% | 22% |
| 2016/17 | 78% | 22% |
| 2017/18 | 83% | 17% |

## 6.    Workforce

**Workforce Planning**

Workforce planning activity is at the heart of any high performing organisation. Across the City of Edinburgh Council, specialist project teams are investigating a number of key initiatives to help alleviate the impact of the challenges faced, such as recruitment and retention, an aging workforce, data integrity, induction and training.

Within the Council there is a need to maximise the use of permanent employee resource and implement controls which will not only minimise agency spend but improve attendance levels.

Council services utilise agency workers in a number of areas both to cover vacancies and in response to staff sickness and other absence. It is recognised that safe levels of service must be maintained and that there will be occasions where unplanned use of agency temps may be necessary.

The establishment of a project to develop a more successful recruitment strategy is underway. This will have the added advantage of utilising the current initiatives recently introduced to improve both attraction and retention. These include enhancing the overall Employee Value Proposition (EVP), on-boarding, induction and competitive benefits packages following external benchmarking activity.

**Edinburgh Health and Social Care Partnership**

With the establishment of the Edinburgh Health and Social Care Partnership (EHSCP), there is now a requirement from the Scottish Government that Partnerships adopt and develop joint workforce strategies and workforce development plans.

Within EHSCP a Strategic Workforce Planning Group (SWPG) was set up to ensure the development of a Workforce Strategic Plan driven by the quality agenda, to ensure that service users and providers are at the very centre of the actions taken. The group is authorised by the EHSCP senior management team to develop and support the implementation of the Workforce Strategic Plan across all services.

This local group feeds into the National Workforce Plan, which in turn, will be supported by a National Workforce Planning Group, together they aim to provide a structure for workforce planning nationally, regionally and locally.

The SWPG will provide significant opportunities to move forward with the Workforce Development Agenda at a local level and within the services in a coordinated way. It will ensure that all parts of the service are influenced by learning and development of strategic priorities.

The Strategic Workforce Planning Group within EHSCP, set up in January 2018 is currently working on an integrated work plan which was submitted to the Scottish Government in June 2018.

Five workstreams have been established to look at the following areas:

- Workforce Data - (Baseline data, integration of data, reports & analysis, strategic plan)
- Recruitment & Retention of staff - (analysis of current workforce, recruitment process, modern apprentice, working with education partners)
- Staff Experience – (Health & Wellbeing, iMatter, Healthy working lives, staff engagement, role definition, safe staffing, development of EHSCP values, team development)
- Workforce Development – (professional & personal development, leadership development, training, career framework, integrated training, integrated induction programme, essential learning and technology)
- Independent and 3rd Sector – (Volunteer, unpaid carers, independent sector, charity organisations, national agenda)

**Communities and Families**

Communities and Families (C&F) do not employ agency or locum Social Workers to cover vacancies.  They have focussed on recruitment and retention by:

- undertaking workload analysis to ensure a reasonable case load;
- having regular supervision;
- offering a variety of CPD opportunities;
- and growing their own workforce by offering a high number of student placements.

**Local Practitioner Forum**

The Chief Social Work Officer-sponsored Edinburgh Local Practitioner Forum (ELPF) continues to meet a minimum of twice per year. The ELPF continues to offer opportunities for front line staff to reflect on their practice, discuss service developments across the city and how these will impact on their day to day work.

The ELPF maintains an online presence and encourages participation from voluntary sector workers, first line and senior managers, and social work students.

The number of subscribers to the ELPF's website (www.elpfonline.org.uk) currently sits at 93; however, this continues to grow. This is used to maintain engagement with practitioners and professionals, and to supplement traditional email and face-to-face contact opportunities.

The website includes the dates of upcoming meetings and copies of the agendas and presentations used. Topics covered so far in 2018 have included Edinburgh as a Restorative City, a review of SWIFT and 'What's important to me? – in the context of end of life care'.

Work is ongoing to develop Edinburgh as a 'child friendly city' and looking at how lessons can be learnt from incorporating a whole city approach to restorative practice.

Following this, practitioners were given the opportunity to provide feedback about SWIFT and to contribute to the business case for the development or replacement of this system.

## Diagram 1 – Strategy and planning groups

| Edinburgh Partnership (Community Planning) | Individual Agency Governance (Council Committees, NHS Board, etc.) | Integrated Children's Services Board | Integration Joint Board for Health and Social Care |
|---|---|---|---|
| Community Safety Partnership | Other Partnerships e.g. Mental Health, Older People | Children's Partnership | Alcohol and Drug Partnership |

**Range of sub-groups and short life working groups**

## Diagram 2 – Public protection groups

**Chief Officers' Group Public Protection**

Offender Management Committee

Alcohol and Drug Partnership

Adult Protection Committee

Violence Against Women Partnership

Child Protection Committee

Prevent Counter Terrorism

**Sub-groups for quality assurance training, public awareness, etc.**
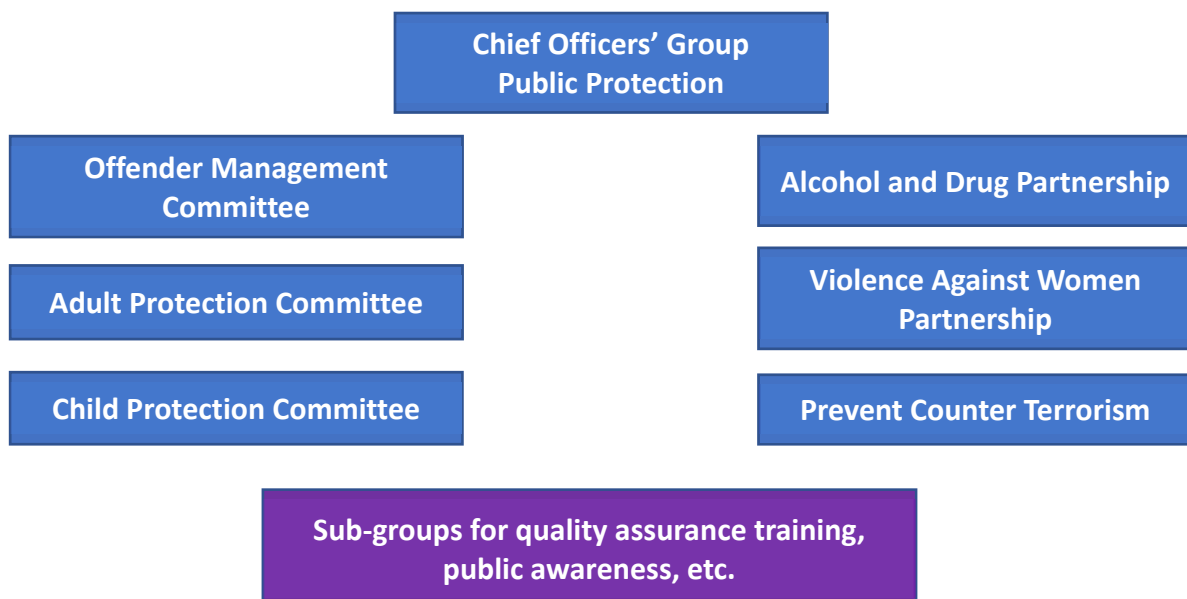
**We take complaints seriously**
The Council are required to report annually on complaints received from service users, would-be service users, their carers and representatives. This report meets that requirement.

**SUMMARY:**

The Council is committed to improving social work services for the people of Edinburgh and recognises that complaints are an important source of customer feedback. The following table sets out the number of social work complaints over the last three years dealt with as frontline resolutions (stage one); the number of complaints that required formal investigation (stage two); and the number of complaints referred to a Complaints Review Committee. Along with responding to Complaints the Council also respond to enquiries made by the public, and by elected members (MPs, MSPs and Councillors) on behalf of their constituents.

There have been two key changes in the handling of social work complaints since the 2016/2017

annual report:

1. Changes in legislation on 1 April 2017 saw the end of the Complaints Review Committee function. Dissatisfied complainants (who raised their complaint on or after 1 April 2017) now progress directly to the Scottish Public Services Ombudsman if they remain dissatisfied following the stage two response;

2. The management of complaints was devolved to the respective service areas, from the centralised Social Work Advice and Complaints Service, on 1 April 2017 giving service areas more control over the management of their complaints.

|  | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|
| **Stage One Frontline Resolutions** |  |  |  |
| • Edinburgh Health and Social Care Partnership | 166 | 69 | 74 |
| • Communities and Families | 66 | 26 | 42 |
| • Community Justice | 6* | 0 | 5 |
| **Stage Two Investigations** |  |  |  |
| • Edinburgh Health and Social Care Partnership | 107 | 75 | 79 |

| | | | |
|---|---|---|---|
| • Communities and Families | 60 | 49 | 20 |
| • Community Justice | 5* | 6* | 0 |
| **Complaints Review Committees** | | | |
| • Edinburgh Health and Social Care Partnership | 5 | 13 | 9 |
| • Communities and Families | 8 | 11 | 1 |
| • Community Justice | 1* | 1* | 0 |
| **Scottish Public Services Ombudsman** | | | |
| • Edinburgh Health and Social Care Partnership | 1 | 2 | 0 |
| • Communities and Families | 3 | 1 | 0 |
| • Community Justice | 0 | 0 | 0 |
| **Enquiries** | | | |
| • Edinburgh Health and Social Care Partnership | 214 | 153 | 65 |
| • Communities and Families | 76 | 62 | 23 |
| • Community Justice | 5* | 2* | 2 |

* These figures were previously reported within the overall Edinburgh Health and Social Care Partnership figures.

Data is also recorded by the respective service areas regarding positive comments made by the public.

| | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|
| **Positive Comments** | | | |
| • Edinburgh Health and Social Care Partnership | 20 | 6 | 3 |
| • Communities and Families | 1 | 0 | 0 |
| • Community Justice | 0 | 0 | 0 |

**EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP**

**Summary Information:**

During 2017/18, Edinburgh Health and Social Care Partnership completed 79 formal stage two complaint investigations.  This represents an increase of 4% on the previous year.  In addition, 74 complaints were completed as frontline resolutions; 65 enquiries were resolved; and three positive comments were received by the service. The level of complaints received is set against a background of service provision volume in the following key areas:

**Social Care Direct:**

- Approximately 52,000 contacts were received by Social Care Direct.  This reflects a 17% decrease on last year when 62,800 contacts were received.

**Practice Team, Sector Based Social Work Services:**

- 3,090 assessments were carried out by practice teams (Sector Teams, Residential Review Team), which is a 42% decrease from last year when 5,321 assessments were carried out.  4,784 reviews were carried out, representing a 23% increase on last year when 3,880 reviews were carried out, giving a total figure of 7,874.

**Home Care Service:**

- 4,797 people received 93,775 hours home care service in March 2018, either from the Council's Home Care and Support Service or purchased by the Council from the independent sector. It is not possible to provide a percentage increase/decrease from 2016/17 due to a revision in the way data has been collected for 2017/18 period.

**Residential Care Homes:**

- 292 adults aged under 65 years were supported in permanent care home places (all service user groups) representing an 18% decrease from last year.

- 3,505 adults aged 65 and over were supported in long term care home placements, which is a 4% decrease on last year. Of these 3,505 adults aged 65 and over, 610 had a placement in a Council run care home at some point in the year which is a decrease on last year.

**Direct Payments & Individual Service Funds:**

- Approximately **108** children received a direct payment in 2017/18 and **102** received an individual service fund.  It is not possible to provide a percentage increase/decrease from 2016/17 due to a revision in the way data has been collected for 2017/18 period.

**Support to Carers:**

- There were 596 carers who received a carer's assessment and support plan in 2017/18.  This is a 15% decrease on the number of carer's assessed last year. Additional carer's will have also been assessed as part of a joint assessment with the person they care for.

**Occupational Therapy:**

- 1,589 assessments were carried out to identify support needs, including adaptations, equipment and services required.  This represents a 25% decrease on last year.

**Timescales for Stage Two Complaint Investigations:**

In 2017/18, Edinburgh Health and Social Care Partnership formally responded to three (4%) complaints within 20 working days; and 26 (34%) with an extension agreed by the complainant.  40 (51%) complaints were not completed within the targeted timescale.  Ten (11%) complaints were withdrawn by the complainant.

**Outcomes:**

Of the complaints formally investigated 14 (18%) were upheld; 37 (47%) were partially upheld; and 18 (23%) were not upheld. Ten (11%) complaints were withdrawn.

**Complaint Trends:**

- **Locality Teams:**

   There were 48 complaints completed regarding practice teams.

| Complaint related to: | Number of Complaints |
|---|---|
| Access to Files | 1 |
| Adult Protection | 2 |
| Assessment – Decision Making | 4 |

| | |
|---|---|
| Assessment – Delay | 3 |
| Assessment – Finance/Funding | 4 |
| Bureaucracy – Administration Issues | 3 |
| Communication – Poor Communication | 5 |
| Decision of Locality Teams | 4 |
| Equipment | 1 |
| Other | 2 |
| Service Provision | 3 |
| Staff - Behaviour | 16 |
| **Total** | **48** |

- **Home Care:**

  During 2017/18, there were five complaints completed regarding the Council's Home Care Services.  This is the same number as last year.  There were five complaints regarding Care at Home services purchased from external providers.  This is a 55% decrease from last year.  Complainants may choose to contact the Care Inspectorate directly to report their concerns relating to purchased services.

- **Respite Care:**

  During 2017/18, one complaint was completed regarding residential respite care services. This is the same number as 2016/17.

- **Residential Care:**

  During 2017/18, there were three complaints completed for older persons' residential care services.  This was a 63% decrease on last year.

**Service Improvements:**
- The Council provided locality staff with training on the new Complaints Handling Procedure introduced in April 2017.
- Homecare managers reminded relevant staff about the importance of communicating later than normal visiting times to clients/families.

From 1 April 2018, there is a requirement that all stage 2 complaints with an outcome of upheld or partially upheld must have an improvement plan developed. Service areas, through the locality Quality Improvement Teams will be expected to report on the progress against any improvement plans and evidence any improvements made. Going forward the Edinburgh Health and Social Care Partnership will be reviewing the current model for managing complaints, and by using Quality Improvement methodology will address the need to build capacity into the current structure to provide a greater focus around frontline resolution, learning and service improvement.

## COMMUNITIES AND FAMILIES

### Summary Information:

During 2017/18, Communities and Families completed 20 formal stage two complaint investigations. This represents a 59% decrease on the previous year. In addition, 42 complaints were completed as frontline resolutions, and 23 enquiries were resolved. The level of complaints received is set against a background of service provision volume in the following key areas:

### Practice Teams:

- around 3,400 children and family cases managed by practice teams as at 31 March 2018
- approximately 1,396 child protection referrals
- approximately 188 reports per month submitted to the Authority Reporter

### Accommodated Children and Young People:

- 1,334 children and young people 'looked after' by the Council (338 at home, 996 away from home)
- 581 children in foster care
- 101 children in residential care
- 7 children in secure accommodation
- 271 children placed with kinship carers
- 26 children with prospective adopters
- 10 children in 'other' settings (e.g. in community)

### Young People's Service:

- 854 young people discussed at multi-agency pre-referral screening (early intervention)
- 237 risk assessments undertaken
- 22 risk management case conferences held for young people under the age of 18

**Direct Payments & Individual Service Funds:**

- The number of direct payments or individual service funds started, or reviewed, in the period 2017/18 are as follow: 87 direct payments and 75 individual service funds. It is not possible to provide a percentage increase/decrease from 2016/17 due to a revision in the way data has been collected for 2017/18 period.

**Timescales for Stage Two Complaint Investigations:**

In 2017/18, Communities and Families formally responded to one (5%) complaint within 20 working days; five (25%) were completed with an extension agreed by the complainant. 13 (65%) complaints were not completed within the targeted timescale. One (5%) complaint was withdrawn.

**Outcomes:**

Of the complaints completed, six (30%) were not upheld, 11 (55%) were partially upheld, two (10%) were upheld, and one (5%) was withdrawn.

**Complaint Trends:**

There were 11 complaints completed regarding social work practice teams. This is a 58% decrease from last year. These related to staff practice; decision making; assessment delay and funding issues.

Two complaint investigations were completed regarding Family Based Care services. This is a 22% decrease from last year. These related to foster carer's concerns.

Two complaints were completed regarding disability services. This is a 50% decrease from last year. These related to service provision.

**Service Improvements:**

During 2017/18, Communities and Families identified various service improvements for managers to implement as a result of complaints. As with Edinburgh Health and Social Care Partnership, the relationship between complaints received and the continuous improvement of services provides a mechanism for service users to contribute to the development of services. An example of this would be:

- Notification to staff that reports concerning children and young people should include an up to date chronology.

**COMMUNITY JUSTICE SERVICES**

**Summary Information:**

During 2017/2018, Community Justice completed no stage two complaint investigations. This represents a 100% decrease from the previous year. 5 complaints were completed as frontline resolution (100% increase from previous year); 2 enquiries were resolved; and no positive comments were received.

The level of complaints received is set against a background of the following service provision volume:

- 2,700 people were supported through open community orders by the Criminal Justice Social Work Service. This represents a 2% decrease from support given last year.
- Criminal Justice staff completed 2,464 social work reports to support decision making by the courts, representing a 3% decrease from last year.

**Timescales for Stage Two Complaint Investigations:**

Community Justice received no complaints that progressed to stage two complaint investigation.

**Complaint Trends:**

No identifiable trends to report.

**Service Improvements:**

No service improvements to report.

**COMPLAINT REVIEW COMMITTEES:**

Changes to legislation on 1 April 2017 saw the end of the Statutory Social Work Complaints procedure and the Complaints Review Committee stage. Social work complaints began to follow the Council's Corporate Complaints procedure: Frontline Resolution (stage one), Investigation (stage two) and Scottish Public Services Ombudsman (stage three).

However, complaints raised prior to 1 April 2017 could still progress to Complaints Review Committee (if requested within 28 days of receipt of the stage two response) to be heard by three independent lay members, drawn from a wider panel.

10 Complaint Review Committees were completed during 2017/18.  The recommendations of the Complaints Review Committee were then presented for ratification at the Council's Health, Social Care and Housing Committee for eight Edinburgh Health and Social Care Partnership cases (one further case is pending ratification); and at the Education, Children and Families Committee for one Communities and Families case.  The Complaints Review Committee upheld the Council's position in five of the cases heard; the complainants position was fully upheld in two cases; and partially upheld in three cases.

The following is an example of work in progress addressing one of the partially upheld Complaint Review Committees.

- Action required to improve the standard of complaint investigations. Development and roll out of Investigation Skills training during 2018.

**SCOTTISH PUBLIC SERVICES OMBUDSMAN:**

The Scottish Public Services Ombudsman investigated two complaints in 2017/18 relating to Communities and Families.  The investigations had not been concluded at the time of writing.

The table below outlines: dates set for compulsory registration in each part of the register; the number of Council staff employed in the social services workforce; and the number who have achieved registration.

| Section of Register | Number in Workforce | Workers currently registered | Comments | Date of Compulsory Registration | Renewal Period |
|---|---|---|---|---|---|
| Social workers | 813 | 824 | Relevant social work qualification is main criterion for registration. Registered numbers include employees who have chosen to register, but are not practicing social workers. | 1 September 2005 | 3 years |
| Managers of residential child care | **9** | **9** | | 30 September 2009 | 5 years |
| Residential child care workers with supervisory responsibility | 34 | **32** | Registered numbers include staff located at Edinburgh Secure Services. One staff member is registered with the General Teaching Council Scotland and two with the Nursing and Midwifery Council. | 30 September 2009 | 5 years |

| Section of Register | Number in Workforce | Workers currently registered | Comments | Date of Compulsory Registration | Renewal Period |
|---|---|---|---|---|---|
| Residential child care workers | 197 | **301** | Registered numbers include Locum Bureau workers. | 30 September 2009 | 5 years |
| Managers of care homes for adults | 13 | **10** | 1 manager is registered with the Nursing and Midwifery Council (NMC). | 30 November 2009 | 5 years |
| Managers of adult day care services | 6 | **4** | | 30 November 2009 | 5 years |
| Managers of day care of children services | 104 | **19** | Remaining managers are Head Teachers who are registered with the General Teaching Council Scotland. | 30 November 2010 | 5 years |
| Practitioners in day care of children | 673 | **903** | Registered numbers include supply workers. | 30 September 2011 | 5 years |

| Section of Register | Number in Workforce | Workers currently registered | Comments | Date of Compulsory Registration | Renewal Period |
|---|---|---|---|---|---|
| Supervisors in a care home service for adults | 57 | **58** | Registered numbers include supply workers | 30 March 2012 | 5 years |
| Support workers in day care of children services | 125 | **175** | Registered numbers include supply workers | 30 June 2014 | 5 years |
| Practitioners in care homes for adults | 213 | **171** | Discrepancy in registered numbers is due to 29 current vacancies and newly recruited | 29 March 2013 | 5 years |
| Support workers in care homes for adults | 252 | **306** | Registered numbers include supply workers | 30 September 2015 | 5 years |
| Managers of housing support services | 7 | **6** | One manager in the process of registering | 31 January 2014 | 5 years |

| Section of Register | Number in Workforce | Workers currently registered | Comments | Date of Compulsory Registration | Renewal Period |
|---|---|---|---|---|---|
| Managers of a care at home service | 3 | **8** | One manager in the process of registering | 31 January 2014 | 5 years |
| Managers of a Combined Service | 15 | 6 | Discrepancy in registered numbers is due to 5 managers registered with NMC; 1manager registered with Health Care Professions Council; 2 managers on secondment and 1 manager in the process of registering | 31 January 2014 | 5 years |
| Supervisors in housing support and/or care at home services | 120 | **129** | | 30 June 2017 | 5 years |
| Workers in housing support and/or care at home services | 1329 | **11** | Register opened in October 2017 | 30 September 2020 | 5 years |

The table below sets out the levels of inspection by the Care Inspectorate of the Council's registered care services during 2015/16.

**Key to grades: 1 – Unsatisfactory; 2 – weak; 3 – adequate; 4 – good; 5 – very good; 6 – excellent**

Services can be inspected on up to 4 quality themes. Frequency of inspection varies to take account of type of service and performance of a service. Grades indicated represent grades achieved during inspection of each type of registered service.

| | Number of Services | Number of Inspections | Grades 1 and 2 | Grade 3 | Grades 4 and 5 | Grade 6 |
|---|---|---|---|---|---|---|
| **Communities and Families** | | | | | | |
| Adoption | 1 | 1 | | | 1 | |
| Care Homes (children and young people) | 8 | 8 | 1 | 2 | 5 | |
| Day care of children (early years | 103 | 102 | | 1 | 96 | 5 |
| Fostering | 1 | 1 | | | 1 | |
| Secure Accommodation | 1 | 1 | | | 1 | |
| Care at Home | 1 | | | | | |
| **Health and Social Care** | | | | | | |
| Adult Placements | 2 | 2 | 1 | | 1 | |
| Care Homes (adults) | 13 | 11 | 2 | | 9 | |
| Housing Support | 7 | 4 | | | 4 | |
| Offender Accommodation | 1 | 1 | | | 1 | |
| Support Services (Day Care) | 7 | 6 | | | 6 | |
| Care at Home | 13 | | | 1 | 12 | |

Adult services, graded 2 and 3 will trigger a referral to the relevant multi-agency quality assurance meeting (care homes, home care or housing support) for scrutiny. Other triggers for referral are:

- a pattern of upheld complaints
- a single serious upheld complaint, e.g. adult protection
- a large-scale inquiry

The multi-agency quality assurance meetings share information on poor performing services, discuss and implement appropriate action, and monitor progress on improvements. The meetings make recommendations to suspend referrals to services until satisfactory improvements are made, and/or to terminate Council contracts. The decision on suspension and re-instatement is made by the CSWO.

Children's services graded 2 or 3, are similarly discussed at management meetings for Looked After and Accommodated Children, to consider required action on addressing issues.

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

## Corporate Complaints Policy

| | |
|---|---|
| **Item number** | 7.10 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council commitment:** | **Delivering a Council that works for all** |

## Executive Summary

The Information Governance Unit and the Corporate Complaints Management Group (CCMG) led a Council-wide review of complaints management across Council services, and developed a Corporate Complaint Improvement Plan (Improvement Plan) to strengthen arrangements in this area. One of the key improvement actions was the development of a Corporate Complaints Policy (CCP) to complement existing procedures and to reinforce the Council's commitment to effective complaints handling, and valuing of complaints to help drive service improvement.

# Report

## Corporate Complaints Policy

## 1. Recommendations

1.1 Committee is asked to approve the City of Edinburgh Council's Corporate Complaints Policy.

## 2. Background

2.1 The Scottish Public Services Ombudsman (SPSO) is the final stage for complaints about public authorities in Scotland. It also promotes best practice, learning and improvement in the management of complaints.

2.2 In 2012, the SPSO published a local authority model complaints handling procedure as part of its commitment to implement simplified, standardised complaints handling procedures across the Scottish public sector. The model was adopted by the Council in 2013 as part of its own complaints handling procedures.

2.3 While the management of complaints is a service responsibility, a strategic complaints function was created under the Information Governance Unit in 2016 to provide a more coherent and strategic approach to complaints management. The Unit provides a single point of reference for advice and support, and leads the work of the CCMG which promotes and facilitates better complaints management throughout the organisation.

2.4 As part of the work of the CCMG, an Improvement Plan was developed following a Council-wide review and consultation process. The Improvement Plan was based on SPSO's Complaints Improvement Framework and managed through the Council's Change Management Board.

2.5 Progress against the Improvement Plan was reported to the Council's Governance, Risk and Best Value Committee in October 2017 and June 2018. A key element of the Improvement Plan was the development of a CCP to formalise and demonstrate the Council's commitment to effective complaints handling.

2.6 The draft CCP is attached as an appendix to this report.

## 3. Main report

3.1 The CCP has been drafted following consultation with Elected Members, the Corporate Leadership Team, Council services, the SPSO and members of the

public. It incorporates the latest best practice guidance from the SPSO, and the standards developed by the Scottish Local Authority Complaint Handlers Network.

3.2     It sets out agreed standards for recording, managing and reporting complaints, and includes several key elements:

    3.2.1  A shared definition of what is and what is not a complaint, based upon the SPSO's direction.

    3.2.2  A two-stage process where complaints are resolved as close to the frontline as possible.

    3.2.3  Frontline resolution of complaints within five working days.

    3.2.4  An investigation stage of 20 working days, which provides the organisation's final decision.

    3.2.5  Recording of complaints in a consistent way using agreed complaints categories.

    3.2.6  A quality assurance programme to identify opportunities to improve practices around investigation responses.

    3.2.7  Active learning from complaints through reporting and publicising complaints information.

3.3     The CCP also defines roles and responsibilities in relation to the handling of complaints to provide greater accountability and ownership of complaints.

3.4     It also confirms the Council's commitment to using complaints in a positive way as a learning tool to improve service delivery and the customer experience.

3.5     While the CCP acknowledges that service standards are not always met, it aims to give customers confidence that they will be given a fair hearing within set timescales.

3.6     In addition to the development of a draft CCP, several other initiatives have been undertaken to improve the handling of complaints throughout the organisation. These are set out below and will help to ensure that the commitments set out in the draft policy can be met and sustained.

    3.6.1  The Council's Complaints Handling Procedure has also been subject to consultation and revision. This includes defining agreed complaint categories which will enable consistent recording across the organisation, and increase the Council's ability to analyse data on complaints and learn from it.

    3.6.2  One of the most effective ways of enabling a positive attitude to complaints and encouraging a positive culture is to share the learning from complaints. To take this forward, an Internal Complaint Handlers Network has been set up to share best practice and learning around complaint management, and to advocate for a culture that values and learns from complaints.

    3.6.3  An outreach and engagement programme has also been established to highlight changes and to promote the importance of good complaint

handling. This has included regular communications to employees, significant engagement with Council services, a revised customer satisfaction survey, and a new complaints leaflet.

3.6.4 Central to the complaints management process is the need for appropriate levels of training and awareness to support policy and procedure. The Council's e-learning module on handling complaints for Council employees is being revised and face to face training developed around undertaking investigations and responding to Stage 2 complaints which can be complex and difficult.

3.7 It is envisaged that the approval of the draft CCP and continued implementation of the actions set out above will help to improve the handling of complaints, provide our customers with better levels of service, and ensure that a positive complaints culture will continue to evolve.

## 4. Measures of success

4.1 A CCP that supports the efficient handling of complaints throughout the organisation, and demonstrates the Council's commitment to learn from complaints.

4.2 A culture within the organisation that values complaints to improve services and handles them efficiently.

## 5. Financial impact

5.1 The SPSO, as part of its findings, can recommend financial recompense for individuals.

## 6. Risk, policy, compliance and governance impact

6.1 The Council must meet various indicators set by the SPSO and consider any recommendations made by them in relation to complaints escalated by members of the public. Failure to do so can lead to poor customer service for citizens, reputational damage for the Council, and potential service inefficiencies.

## 7. Equalities impact

7.1 There are no direct equalities issues arising from this report.

## 8. Sustainability impact

8.1 There are no sustainability issues arising from this report.

## 9. Consultation and engagement

9.1 There has been extensive consultation and engagement with Elected Members, Council services and external stakeholders in implementing the Improvement Plan of which the CCP is a key element.

## 10. Background reading/external references

10.1 City of Edinburgh Council Complaints Procedure

10.2 City of Edinburgh Council Corporate Complaints Improvement Plan

10.3 Complaints Management, Item 7.1, Governance, Risk and Best Value Committee, 31 October 2017

10.4 Complaints Management, Item 7.8, Governance, Risk and Best Value Committee, 5 June 2018

**Andrew Kerr**

Chief Executive

Contact: Kevin Wilbraham, Information Governance & Strategic Complaints Manager

E-mail: kevin.wilbraham@edinburgh.gov.uk | Tel: 0131 469 6174

## 1. Appendix

Appendix 1 – City of Edinburgh Council Complaints Policy

# Corporate Complaints Policy

## Policy statement

1.1   The City of Edinburgh Council (the Council) will always endeavour to provide the best service at all times to all its citizens, however, we acknowledge that sometimes things do go wrong.  When this happens, the Council is committed to make things right through appropriate complaint management, apology, and service improvement.

1.2   Complaints provide valuable feedback in our continuing bid to develop high quality services.  Effective complaint management helps to give service users confidence that they will be given a fair hearing within set timescales.

1.3   This policy sets out and formalises the Council's approach to complaint management to ensure that all complaints are consistently and properly processed.

## Scope

2.1   This policy applies to:

2.1.1   All permanent and temporary Council employees, volunteers, people on work placements and elected members when acting as officers of the Council.

2.1.2   All third parties and contractors performing a statutory Council function, or service.

## Definitions

3.1   **Complaint -** A complaint is an expression of dissatisfaction by one or more members of the public about the local authority's action or lack of action, or about the standard of service provided by or on behalf of the local authority. This includes complaints about all levels of seniority and contracted services.

3.2   **Complaints Handling Procedure (CHP)** – the 2 stage complaints procedure introduced to all Scottish Local Authorities by the SPSO. This was implemented by the City of Edinburgh Council in March 2013.

3.3 **Frontline Resolution (Stage One)** – first stage in the Complaints Procedure. Straightforward customer complaints which require little or no investigation and can be responded to by any member of staff within 5 working days.

3.4 **Investigation (Stage Two)** – second stage in the Complaints Procedure. Complaints that have not been resolved to the customer's satisfaction at stage one are escalated to stage two, or for complaints that are complex and require an investigation (these complaints are logged directly to stage two). Stage 2 complaints are responded to within 20 working days and requires Senior Management sign off.

3.5 **Scottish Public Services Ombudsman (SPSO)** – is the final stage for complaints about all public services in Scotland.

3.6 **Complex complaint** – can refer to cross service/directorate issues; or complicated, high risk or serious issues.

3.7 **Request for Service/ Service Request** – A request for service is different from a complaint. If a customer contacts the Council to report an issue or fault for the first time, or request a service for the first time e.g. reporting a pothole, streetlight not working or graffiti, this is recorded as a service request. The request or issue may escalate into a complaint if we fail to act on the request, or remedy the issue, within the set service standards, or if the service provided is not deemed to be adequate for whatever reason.

3.8 **Service Standards** - are important for customers, employees and management. Service standards should be realistic, clear, measurable and publicised to help define what a customer can expect and to remind management and employees of the challenge and obligations that they face. A failure to meet our service standards can result in a complaint being raised by a customer.

## Policy content

**Complaint Handling Principles (What will we do)**

4.1 The Council will have a complaint handling procedure which will:

4.1.1 Work in an open-minded and impartial way

4.1.2 Be simple/accessible for everyone to use and understand

4.1.3 Be led and supported by senior management

4.1.4 Ensure service standards are maintained, and issues learnt from

4.1.5 Comply with the relevant legislation and council policy

4.1.6 Focus on fair, proportionate resolution at the earliest state

4.2    When things have gone wrong, we will apologise in line with best practice and recognising the importance this has in terms of good customer service.

4.3    The Council will not withhold services, or treat anyone less favourably in accessing services, because they have made a complaint.

**How we will deal with a Complaint**

4.4    All complaints, including anonymous complaints, will be recorded in accordance with the Council's complaint handling procedure.

4.5    All complaints will be managed timeously and to the agreed standard set out in the complaints handling procedure.

4.6    Reasonable assistance will be provided to customers who want to make a complaint to ensure that they are able to do so, as set out in the complaints handling procedure.

4.7    Complaints will be responded to within the agreed timescales advising the customer of the outcome to their complaint along with any actions arising as a result (i.e. service improvements)

4.8    The Complaints Handling Procedure will be reviewed annually to ensure it is fit for purpose and reflects best practice.

**Proportionality**

4.9    The Council will deal with all complaints in a fair and positive manner, as outlined within the complaints procedure and will always aim to reach a satisfactory resolution with the customer.  Customers will be informed of their right to refer their complaint to the SPSO. This process is designed to balance the Council's duty to respond to customers whilst recognising it is not proportionate to examine the same issue raised with us multiple times where no alternative outcome is possible.

**Ex-gratia payments**

4.10   The Council does not issue ex-gratia (goodwill) payments as part of the complaints procedure.

**Complex Complaints**

4.11   All complex complaints should be recorded directly at stage 2 of the complaints process and assigned to the relevant investigating officer.  If the investigating officer considers the complaint to be of high risk, serious or sufficiently complicated then the complaint must be highlighted to the relevant senior manager and head of service.

**Quality Assurance**

4.12   The Council will have a quality assurance process to ensure a consistent approach to complaint handling across services. Issues identified through the quality assurance process will be reported to senior management and the relevant service.

**Training**

4.13    The Council will conduct appropriate training around complaints consistent with employee roles and responsibilities.

**Internal Complaint Handlers Network**

4.14    The Council will support an internal complaint handlers' network led by the Information Governance Unit.  This will consist of complaint practitioners from across all Council services and will provide an opportunity to share good practice and learn from complaints in other service areas.

**Record-keeping**

4.15    All complaints will be recorded in a systematic way so that we can use the data for analysis and management reporting.

**Performance Monitoring and Reporting**

4.16    Complaints will be included as part of the Council's performance framework and reported accordingly to senior management.  We will publish our performance in dealing with complaints online for both staff and customers.   Reports will include volume, type, outcomes and trends. We will use case studies and anonymised examples to demonstrate how complaints have improved services.

**Learning from complaints**

4.17    We will:

    4.17.1   Use data to identify the root cause of complaints

    4.17.2   Take action to reduce the risk of recurrence

    4.17.3   Record the details of corrective action

    4.17.4   Systematically review performance reports to improve service delivery and achieve greater consistency in complaint management.

4.18    Where we have identified the need for service improvement:

    4.18.1   The action needed to improve services must be authorised

    4.18.2   An officer, or team, must be designated the "owner" of the issue, with responsibility for ensuring the action is taken

    4.18.3   A target date must be set for the action taken

    4.18.4   The designated officer, or team, must follow up to ensure the action is taken within the agreed timescale

    4.18.5   Where appropriate, performance in the service should be monitored to ensure that the issue has been resolved.

## Implementation

5.1 This policy will be implemented as part of the Council's Corporate Complaint Improvement Plan and will be subject to annual review, in accordance with the Council's Policy Framework.

5.2 Adherence to the policy will be monitored through CCMG and CLT and reported to Committee as appropriate.

## Roles and responsibilities

### Employees

6.1. All employees must familiarise themselves with the Council's complaint handling procedure and must do the following:

6.1.1 Be aware of service standards relating to their area of work in order to determine whether issues are dealt with as a complaint, or via an alternative route.

6.1.2 Recognise a complaint.

6.1.3 Record complaints in accordance with service systems and procedures.

6.1.4 Complete relevant training.

6.1.5 Resolve frontline complaints to the best of their ability, or assign to a member of staff who can.

6.1.6 Assist investigating officers and/or Managers to deal with investigations.

6.1.7 Provide support and progress updates to Elected Members where a complaint has been made by them on behalf of a constituent.

6.1.8 Feedback learning points to colleagues and managers when appropriate to avoid reoccurring issues.

### Managers (including Head Teachers)

6.2 All managers must familiarise themselves with the Council's complaint handling procedure and must do the following:

6.2.1 Ensure complaints are identified and managed in their area in accordance with the CHP and service standard procedures.

6.2.2 Support all employees in handling complaints.

6.2.3 Ensure complaints are discussed on a regular basis to facilitate learning and service improvement.

6.2.4 Ensure employees have undertaken appropriate training to respond to complaints that they handle.

6.2.5 Identify complex complaints and escalate to head of service accordingly.

6.2.6 Support the work of the Internal Complaint Handlers Network through attendance or nomination as appropriate

6.2.7 Ensure complaint information is accurate, timely, and retained in accordance with the Council's retention rules and can be retrieved upon request.

6.2.8 Provide appropriate performance information when required, to inform senior management reports.

6.2.9 Ensure responses are in line with best practice and Customer Service standards

6.2.10 Support and facilitate the quality assurance process.

## Heads of Service

6.3 All Heads of Service must familiarise themselves with the Council's complaint handling procedure and must do the following:

6.3.1 Responsible for stage 2 investigation sign-off – this can be delegated to the relevant senior manager but the overall responsibility remains with the head of service.

6.3.2 Support the resolution of complex complaint situations

6.3.3 Ensure the timely implementation of recommendations required to improve service delivery, including those identified from internal quality assurance and SPSO recommendations.

6.3.4 Ensure complaints are discussed on a regular basis to facilitate learning and service improvement.

6.3.5 Ensure contractors within their service have a robust complaints handling procedure and is set out in their contracts.

## Executive Directors

6.4 All Executive Directors must familiarise themselves with the Council's complaint handling procedure and must do the following:

6.4.1 Responsible for managing complaints and the way we learn from them.

6.4.2 Oversee the implementation of actions required as a result of a complaint.

6.4.3 Directors may delegate some elements of complaint handling to other senior management, however Directors retain ownership and accountability for the management of complaints.

## Chief Executive and Council Leadership Team (CLT)

6.5 Ensures there is an effective complaints handling procedure with a robust investigation process, which demonstrates how we learn from complaints.

6.6    Regular management reports will assure CLT of the quality of complaints performance.

**Elected Members**

6.7    Elected Members must be aware of the Council's Complaint Handling Procedure to ensure that the rights of constituents can be upheld when appropriate.

**Contractors**

6.8    Contractors providing services on behalf of the Council must provide a robust complaints process which complies with the Council's complaint handling procedure, and this obligation must be set out in their contract.  This applies to all contracted services.

**Corporate Complaints Management Group (CCMG)**

6.9    The CCMG has been established to ensure that there is clear strategic direction for complaints across the Council.  It will:

    6.9.1    Ensure an accountable and consistent approach, visible ownership, and management support across services.

    6.9.2    Be responsible for supporting training and opportunities to make service improvements through learning from complaints.

6.10    Further details of the role of the CCMG can be found in their Terms of Reference.

**Information Governance Unit (IGU)**

6.11    The role of IGU is to:

    6.11.1    Undertake independent investigations into complaints escalated to the SPSO to ensure that appropriate systems are in place for complaints handling and customer care.

    6.11.2    Ensure the Monitoring Officer, appropriate senior managers and heads of service are made aware of all SPSO complaints and their outcomes.

    6.11.3    Provide the SPSO with a single point of contact for all complaints.

    6.11.4    Provide information relating to complaints in an orderly, structured way, within requested timescales, providing comments on factual accuracy on the Council's behalf in response to SPSO reports.

    6.11.5    Confirm and verify that SPSO recommendations have been implemented.

    6.11.6    Promote best practice and sound customer care by using investigation findings and feedback from complaints as a focus for training and service improvement.

    6.11.7    Promote best practice by identifying trends and learning opportunities from complaints to inform future practice.

6.11.8 Provide a focal point for advice on queries from internal and external stakeholders, in line with Council policy, procedures and statutory obligations.

6.11.9 Provide regular performance reports for senior management and highlight complaints data and trends.

6.11.10 Provide guidance and training to Council services to ensure appropriate levels of awareness around complaint handling and customer care.

6.11.11 Attend the Local Authority Complaints Handlers Network to share good practice and discuss complaint related issues nationwide.

**Complaint Investigator**

6.12 Suitably qualified and trained member of staff who will:

6.12.1 Investigate complaints at Stage 2 on behalf of senior management

6.12.2 Produce a written report or record, in accordance with Council procedure

6.12.3 Draft a response for senior management sign off.

6.12.4 Ensure record-keeping is up to date and accurate.

6.12.5 Escalate any issues relating to the resolution of a complaint to the relevant Head of Service.

## Related documents

7.1 Council's Corporate Complaints Procedure

7.2 Managing Customer Contact in a Fair and Positive Way Policy

7.3 Best Practice Guide for Managing Repeated Customer Contact and Handling Difficult Situations

7.4 SPSO Guidance on Model Complaints Handling Procedure

7.5 SPSO Statement of Complaints Handling Principles

7.6 SPSO How to Make a Good Apology

7.7 SPSO Performance Indicators for the Local Authority Model Complaints Handling Procedure

7.8 SPSO Unacceptable Actions Policy

## Equalities impact

8.1 There is no adverse impact on any group in terms of race, religion, disability, ethnic origin, sexuality or age in relation to this policy.

## Sustainability impact

9.1    There are no sustainability issues arising from this policy.

## Risk assessment

10.1    Failure to manage complaints appropriately could lead to:

   10.1.1    Potential distress and damage to individuals

   10.1.2    Significant reputational damage.

   10.1.3    Increased referrals to the complaints regulator, Scottish Public Services Ombudsman (SPSO) which can lead to reports being laid before Parliament.

   10.1.4    Potential legal action, and financial damage.

   10.1.5    Failure to learn from complaints could lead to service inefficiencies and associated costs.

## Review

11.1    This policy will be reviewed annually in line with Council policy framework.

# Corporate Policy and Strategy Committee

**10:00am, Tuesday 7th August 2018**

## Data Driven Community Empowerment

| | |
|---|---|
| **Item number** | 7.11 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** All | |
| **Council Commitments** | |

## Executive Summary

This report sets out action underway to ensure that Data Driven Innovation is used to foster greater community participation in service design, and improve the efficiency of public services in Edinburgh.

The report also describes the Data Driven Innovation (DDI) programme within the Edinburgh and South East Scotland City Region Deal and the commitment to collaboration, exchange and joint working.

# Report

## Data Driven Community Empowerment

### 1. Recommendations

1.1 It is recommended that Committee:

1.1.1 Notes action underway to ensure that Data Driven Innovation is used to foster greater community participation in service design, and improve the efficiency of public services in Edinburgh.

### 2. Background

2.1 One of the major aims of the Edinburgh and South East Scotland City Region Deal, is to establish the city region as the data capital of Europe. Led by University of Edinburgh and Heriot Watt University, the data driven innovation (DDI) programme aims to build on the city region's substantial current strengths and opportunities for growth within the digital economy. Fundamental to achieving this is programme's commitment to support the principles of collaboration and exchange, actively supporting joint working between researchers, business, and the public sector.

2.2 Within this programme, the next few years will see significant new investment in the creation of a new "Innovation Corridor" between Potterrow and Fountainbridge. Alongside other sites across the region, this corridor will form the core location among a number of new developments across the city region, investing in spaces and data infrastructure to encourage talent, research, and entrepreneurship. These developments will link the key sectors of our economy together to help attract new inward investment, fuel new businesses, and create new jobs in the city. Critically, the programme will drive good growth in Edinburgh, drawing on data assets to address some of our city's most significant social challenges, and to improve the effectiveness and efficiency of public services.

2.3 A key priority in the design of the programme has been to ensure the investment in innovation encourages more inclusive growth in Edinburgh's economy. Important routes to achieve this include the use of community benefit clauses in procurement, targeted skills programmes, and strong engagement and collaboration between universities, public sector partners, and communities across the city.

2.4 Alongside other City Region Deal investments, the DDI programme includes a substantial element of construction activity in the short term. Within the procurement of this activity, community benefit clauses will be used to drive inclusive employment practices and maximise accessibility of the job opportunities

created. Over the longer term, the programme will support the good growth ambitions of the city by widening access to the skills and employment opportunities created within the data economy, and by using data assets to drive social benefit across the region.

2.5     The programme will also bring together universities and colleges across the region with industry, schools, and other partners to deliver targeted skills gateways, providing routes into Data Driven Innovation careers for people in Edinburgh and the surrounding region.  The programme will seek to equip citizens with the skills and aptitudes necessary to succeed in the opportunities that will emerge from developments in Data Driven Innovation, while helping industry source the talent they need to grow and flourish.  Encompassing foundation skills in schools through to the advanced postgraduate training and research needed to drive high value growth, this programme aims to ensure all our citizens get maximum benefit (in terms of jobs, wages, and wellbeing) from the growth of this emerging sector.

2.6     The remainder of this report focuses on work planned and underway to ensure collaboration and engagement between partners and communities to foster greater community participation in service design, and improve the efficiency of public services in Edinburgh.

## 3.    Main report

3.1     The City of Edinburgh Council has a long record of seeking to deliver benefit from its use of data, and data innovation.   As the first authority in Scotland to adopt an Open Data Strategy and through innovative approaches such as the Edinburgh Living Lab, Consultation Hub, Participatory Budgeting, and Dialogue App, Edinburgh has sought to leverage opportunity from data.

3.2     Collaborations with the city's Universities have resulted in a range of challenge-led opportunities being realised. This started in 2014, with the creation of Edinburgh Apps, a civic challenge programme led by the Council that brought together people from across the city to address these issues. Edinburgh Apps has resulted in two new solutions being implemented in the Council. TEND is a routing solution developed with the Community Equipment Store, to improve service efficiency and customer satisfaction. Implementing TEND improved first time delivery rates by 10%, halved average delivery times and responded to a key customer complaint by providing accurate delivery windows. The solution is still in use by the service today. ARC (Addiction Recovery Companion), is an app developed to help ease pressure on front line drug and alcohol services, allowing staff to prioritise urgent needs while still providing support to those in recovery. Over 3000 users have registered for the service, which provides support and signposting to those in recovery. Edinburgh Apps demonstrated the value of data re-use, by generating new products, re-developing services and generating economic growth.

3.3     Edinburgh Collected was developed as part of a Nesta project that expanded on the previous work of Code for Europe Fellows. Edinburgh Collected was built to provide

a solution for Libraries for managing their digital heritage collections. The project provided opportunities for staff to learn new skills and showed how to deliver projects at pace, with a dedicated team. Edinburgh Collected is a unique and award-winning solution, providing an open source application which encourages local citizens to add images – old and new – which automatically become open data. The Library Service is continually expanding its online heritage collection through this application.

3.4     The Council's expertise in using data to drive change has been recognised through election to the post of co-Chair of the Data Working Group of the Eurocities Knowledge Society Forum.

3.5     Edinburgh Living Lab is a partnership between the University of Edinburgh and the Council. This partnership has been developed over the past 5 years, and is refining a process for facilitating co-designed data driven innovation projects. Previous projects have included hackathons around fly tipping and road safety. Current projects include work with Localities, to support delivery of the LIPs (currently three projects, looking at community safety in NW, anti-social behaviour in SW and employability and skills in NE), and an Estates pilot project looking at how to improve the use of council buildings to provide better services to residents. Edinburgh Living Lab will likely be a key partner and delivery mechanism for the City Region Deal Data Driven Innovation Programme.

3.6     The Edinburgh Tree Map project has shown the value of opening up access to data. It started after an approach to the Council for its tree data, and has evolved into a consortium project with partners from the University, Forest Research and the Royal Botanic Garden Edinburgh to investigate the distribution of trees in the city, and how these trees could impact factors like air quality or correlate with socio-economic indicators like anti-social behaviour.

3.7     On 27 November 2017, the City of Edinburgh Council, along with the Edinburgh Partnership and the Edinburgh Living Lab hosted the Developing Innovation through Data conference.  With presentations from the Council, the University of Edinburgh and experts in engaging citizens with data and creating value from public sector data, the morning session of the conference highlighted how:

3.7.1   The City Deal is shaping Edinburgh's future through investing in data driven innovation;

3.7.2   Data and information that are already available are being and could be used to support services; and

3.7.3   Partners across the Localities can make better use of data as well as identifying problems, ideas, and opportunities.

3.8     The afternoon session focused on how to identify and develop data innovation projects across the Localities. Participants explored priority challenges in the Localities based on key themes in the Locality Improvement Plans, discussed how data could bring new insights and approaches to addressing the challenges, and

began scoping out potential projects. From this work two events have emerged focusing on 'Civic Innovation with Data and Citizens'.

3.9 These workshops explored questions and issues around emerging opportunities to make better use of data in our cities and to use city data to provide insights into creating healthier, safer, more accessible and vibrant municipalities that meet the needs of all citizens. They will support research engagement with city challenges and citizen participation in data-driven innovation, as part of ongoing work by the University, including the Edinburgh Futures Institute, Bayes Institute, and projects associated with the City Region Deal.

3.9.1 The First Workshop ('Data in the City' – 1 June, 9:30am-12pm - https://datainthecity.eventbrite.co.uk), focused on case studies and allow participants to hear from researchers and practitioners, to discuss how to find, curate and create value from data for the city - for residents, researchers, charities, businesses and the public sector.

3.9.2 The Second Workshop ('Community KPIs' – 5 June, 2:30-5pm- https://communitykpis.eventbrite.co.uk) featured a presentation from Mel Woods, whose work on Making Sense and the GROW observatory has been supporting citizen science and demonstrating how open source software, open source hardware, digital maker practices and open design can be effectively used by local communities to fabricate their own sensing tools, make sense of their environments and address pressing environmental problems in air, water, soil and sound pollution. The workshop discussed how to develop Community KPIs and to reclaim data as a tool for engagement and participatory democracy.

3.10 As the collaboration with the University has developed, new approaches to community-led data driven innovation projects are being developed. Currently the University of Edinburgh IoT Initiative, Edinburgh Living Lab, Edinburgh Living Landscape, coordinated by Scottish Wildlife Trust, Friends of the Meadows and Bruntsfield Links, New Media Scotland and the City of Edinburgh Council, are engaged in a European-funded Organicity project, CitySounds, in Edinburgh's Meadows Park. The CitySounds experiment is a valuable first step in exploring and celebrating the richness of sounds in the city, benefiting from recent innovations in digital technology and network infrastructure. It has focused on how biotic and anthropogenic sounds captured in a central urban greenspace can inform community groups and citizens about biodiversity and health and well-being, as well as providing a unique resource for artists and data scientists.

3.11 Wide frequency audio data is being both streamed in real-time and stored for subsequent processing and analysis. The team have constructed a sensor kit that enables the capture of a rich array of biotic and anthropogenic sounds in both the audible and ultrasonic range. After anonymization, the audio data is being made available via the OrganiCity API and stored for further analysis.

3.12    Based on the success of this project, and the partnership developed, the University has led a funding proposal to Nesta's Rethinking Parks fund, with the support of the Council's Parks, Greenspace and Cemeteries team, to investigate the development of a data toolkit for better understanding who's using parks (both people, and flora and fauna), to change parks management models. This proposal has been shortlisted, and is currently under final review by Nesta.

3.13    Data is a key component of the ERDF-funded 8th City programme, which is a collaboration between all seven Scottish cities that focuses on improving smart city maturity in Scotland. Edinburgh has been involved in the 'data cluster' project, providing expertise and guidance to cities that were developing an open data portal, as well as delivering a smart waste project looking at on-street litter bins. Additional funding for Phase 2 projects is being sought, looking at a range of projects around smart mobility, city operations and place management. The smart mobility project is part of the Digital Wayfinding programme that the Council has been working on for a number of years, and is looking to develop a platform to help improve navigation around the city for those with mobility challenges.

3.14    Going forward, as part of the City Region Deal, the University is going to be creating the World Class Data Infrastructure, (WCDI), which will offer the opportunity for safe storage of data, to allow for data innovation to be undertaken, supporting the exploration of how to make better use of data in support service provision to enable better outcomes for public services, as one of ten sectors the University is targeting.  Preparatory steps are being taken to develop the Partnership arrangement with the University, and other City Deal Partners, to enable Data Driven Innovation, that can be adopted over the next decade.


# 4.    Measures of success

4.1    An annual report will be produced to update on all city region deal activity.

4.2    The Data Driven Innovation thematic group will also produce a quarterly Risk and Performance Monitoring Report that will assess progress against milestones set out in relevant business cases.


# 5.    Financial impact

5.1    There are no significant financial impacts as a result of this report to the City of Edinburgh Council.


# 6.    Risk, policy, compliance and governance impact

6.1    No adverse risks or policy impacts have been identified as associated with this report. As described at 4.2 above, the Data Driven Innovation thematic group will also produce a quarterly Risk and Performance Monitoring Report that will assess

progress against milestones set out in relevant business cases. This will be included within an overall Programme Risk Register and Performance Monitoring Report that will also be considered every quarter by the Edinburgh and South East Scotland City Region Deal Joint Committee and Executive Board.

# 7. Equalities impact

7.1 Inclusive Growth is one of the Scottish Government's four priority areas in its Economic Strategy, and a key driver for the Edinburgh and South East Scotland City Region Deal is to promote equality through addressing inclusion across the region.

7.2 Partners recognise that prosperity and success is not universal across the region: 21% of children are living in poverty; there is a lack of mid-market and affordable housing; and too many people are unable to move on from low wage/low skills jobs. The deal will address these issues, create new economic opportunities, and is expected to provide up to a substantial number of new jobs.

7.3 The City Region Deal's inclusive growth ambitions are embedded in its plans and aligned with the Scottish Government's Economic Strategy ambitions, responding to the particular challenges faced across the region. A detailed analysis of the region's economy, accredited by the Scottish Government, was undertaken in 2018 and identified six key inclusion challenges:

- Slow Growth;
- Regional disparities in jobs density;
- Housing, transport and connectivity;
- Skills inequality and polarisation;
- Gender and age inequalities; and
- Low income and low pay.

7.4 An inclusive growth framework is being developed to ensure that the city region deal projects can address these issues. Five thematic interventions to target these challenges will go some way towards ensuring that the benefits of the city region deal investment are shared as widely as possible:

- Accelerating inclusive growth;
- Removing the physical barriers to growth;
- A significant programme of construction;
- Targeted skills interventions; and
- Social benefit through innovation.

7.5 Business cases for projects included in the programme have demonstrated, or will demonstrate, how they will reduce inequalities and tackle the inclusion challenges specific to the city region.

7.6 A Monitoring and Evaluation Framework is being developed for the programme, which will incorporate clear indicators to align with the Scottish Government

Inclusive Growth Framework, also under development. This will form part of the Annual Report described in Sections 4 and 6.

## 8. Sustainability impact

8.1 Within the City Region Deal, partners are developing a cross-regional approach to community benefits that will help to capture job opportunities for regional citizens and the help to develop local supply chains.

## 9. Consultation and engagement

9.1 All projects in the City Region Deal have been consulted on, through the local and regional strategic planning processes.

9.2 A Regional Enterprise Council will be formed and will facilitate suitable links to the business sector, third sector and social enterprises.

9.3 Beyond this, further measures will be taken to actively ensure scrutiny, and effective consultation with the business community, third sector and general public. The Regional Enterprise Council and Joint Committee will develop these measures in partnership with Government. Options may include:

9.3.1 an annual conference/seminar(s) tackling a key priority in the region;

9.3.2 an annual online consultation with key stakeholders in the region/the general public; and

9.3.3 a regular "roadshow" consultations on key upcoming projects across the region (linking in with the planning process).

## 10. Background reading/external references

None

**Andrew Kerr**

Chief Executive

Laurence Rockey, Head of Strategy and Insight

e-mail: laurence.rockey@edinburgh.gov.uk   Tel: 0131 469 3493

## 11. Appendices

None

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

# City of Edinburgh Council – Fair Trade Policy

| | |
|---|---|
| **Item number** | 7.12 |
| **Report number** | |
| **Executive/routine** | Executive |
| **Wards** | All |
| **Council Commitments** | 36 |

## Executive Summary

Edinburgh is a Fairtrade City. The Fairtrade Foundation awarded the city its Fairtrade status in March 2004. To support this, a Fairtrade policy and action plan for the council was approved in September 2005.

At its meeting in January 2017, Corporate Policy and Strategy Committee considered an assurance statement of sustainability policies and agreed that the council's fair trade policy would be reviewed in light of the Procurement Reform (Scotland) 2014 Act and changes in council structures.

This report provides an update to the council's fair trade policy and action plan.

Note that "Fairtrade" is used to refer to the status conferred by complying to certain goals and is also a brand name. Rules under the Procurement Act prohibit trade marks on non-discriminatory grounds, therefore, to comply with the Act, this report uses the terms "fair trade or equivalent" or 'fairly traded' where appropriate.

# Report

# Fairtrade Policy 2018

## 1. Recommendations

1.1 Committee approves the updated Fairtrade policy and action plan (as set out in Appendix 1 and Appendix 2) in support of the Edinburgh Fairtrade City initiative;

1.2 Committee agrees that a progress report on the implementation of the policy is prepared annually in August;

1.3 Committee acknowledges the work of Edinburgh Fairtrade Steering Group in supporting and promoting Fairtrade across the city;

1.4 Committee acknowledges the work the city's schools have done to support Edinburgh as a Fairtrade city.

## 2. Background

2.1 Fairtrade is an international movement to guarantee that producers in developing countries receive a fair price for their goods. It is an issue that encompasses the three strands of sustainable development – social, economic and environmental. Objectives strongly identify with developing world issues and the international focus on eradicating poverty. Fairtrade provides producers in developing countries with:

    2.1.1 a fair price for products that reflects the true cost of production;

    2.1.2 fair access to international markets;

    2.1.3 better trading conditions;

    2.1.4 better working conditions; and

    2.1.5 support to develop social and environmental projects in their communities such as better health, education and sanitation facilities.

2.2 The City of Edinburgh achieved its Fairtrade city status on 12 March 2004 as part of the UK Fairtrade Fortnight celebrations. The council and a range of city organisations and businesses make up the Edinburgh Fairtrade Steering Group, which meets regularly to look at ways to promote fair trade in the city. The Lord Provost is vice chair of the steering group and other elected members sit on the group.

2.3 The council is a key player in assisting the city to maintain its Fairtrade city status. As such a council Fairtrade Policy and Action Plan were developed in 2005 to support Edinburgh's status as a Fairtrade City. An update of the policy and action

plan are required following enactment of the Procurement Reform (Scotland) 2014 Act.

## 3. Main report

3.1 This policy and action plan provides a refresh to the 2005 council Fairtrade policy following council restructuring and the enactment of the Procurement Reform (Scotland) 2014 Act.

3.2 To gain and retain Fairtrade City status, the city must meet five goals as defined by the Fairtrade Foundation. All five goals are explained in full in the Fairtrade Town Action Guide (via the link below at 10.2). The involvement of the Council is required for the city to achieve goals 1 and 5. The Council has fulfilled its obligations under both these goals as shown below.

3.3 Goal 1 states that the 'council passes a resolution supporting Fairtrade and agrees to serve Fairtrade coffee and tea at its meetings and in its offices and canteens'. Following enactment of the Procurement Reform Act, procurement rules prohibit trade marks on non-discriminatory grounds, therefore, to comply with the Act, goal 1 has been modified to meet this requirement and fairtrade or equivalent or 'fairly traded' coffee and tea is being served at council meetings and in our offices and canteens. A further requirement under Goal 1 is that there must be a named council representative (member or officer) on the local Fairtrade Steering Group.

3.4 Goal 5 states that a local Fairtrade Steering Group is convened to ensure continued commitment to its Fairtrade city status'.

3.5 Since 2004, the council's Fairtrade achievements include:

3.5.1 Council passed a resolution supporting Fairtrade in November 2005;

3.5.2 The Lord Provost and other Elected Members sit on the Edinburgh Fairtrade Steering Group;

3.5.3 Annual promotion of Fairtrade Fortnight through the Lord Provost's awards and school awards ceremonies and presentations;

3.5.4 Celebration of the city's 10-year anniversary as a Fairtrade City by featuring the Fairtrade mark on Edinburgh's historic floral clock and the staging of various events;

3.5.5 Promotion of other Fairtrade events in Edinburgh through press releases, the council's website, social media and Newsbeat;

3.5.6 Fairly traded or equivalent tea and coffee are served at all council meetings and a range of Fairtrade and fairly traded products are available on the council's food contract;

3.5.7 A range of fairly traded products are available in council owned cultural venues including products that are carbon neutral, organic, sustainable and not for profit;

3.5.8 A number of council schools have Fairtrade Schools status and others are working towards it; and

3.5.9 Several schools in Edinburgh purchase school uniforms that are made with fairly traded or ethical materials including St Mary's Leith and Duddingston primary schools.

3.6 The recent procurement regulations have more flexibility to promote and encourage social and environmental considerations with suppliers and in the supply chain. The council's commitment to fairly traded goods can be promoted through purchasing practices. As already stated, while care must be taken not to use the label 'Fairtrade' as the procurement rules prohibit trade marks on non-discriminatory grounds the term 'Fair-trade or equivalent' or 'fairly traded' would be compliant with the procurement rules. Where sustainability and provenance of goods is important the evaluation criteria can reflect this. Most of the council's goods will be purchased through national local authority contracts which will normally provide Fairtrade options and it will be for the individual budget holders to exercise their choice to buy fairly traded goods.

3.7 It is proposed that the council approves the attached refreshed policy and accompanying action plan. It captures all the good work the council is already doing to support the work of the Edinburgh Fairtrade Group and promote fairly traded goods to its staff, partners and customers, and outlines other measures that could be taken forward.

3.8 In order to fully establish and assume Fairtrade actions the following areas of the council will be involved in implementing the policy:

3.8.1 Strategy and Insight – policy lead and monitoring;

3.8.2 Property and Facilities Management – catering services;

3.8.3 Corporate Communications – publicity;

3.8.4 Commercial and Procurement Services – procurement contracts; and

3.8.5 Communities and Families – operational (links to Schools' Healthy Eating Campaign and the Eco Schools initiative).

## 4. Measures of success

4.1 Edinburgh retains its status as a Fairtrade City.

4.2 An annual monitoring report will be provided showing progress against the actions in the plan.

## 5. Financial impact

5.1 The Procurement Reform (Scotland) Act 2014 provides the national legislative framework for sustainable public procurement. It is difficult to predict the financial

impact in supporting fair and ethical trade, and whether it would cost more, less or equal. In terms of this policy however there is no reportable financial impact.

## 6. Risk, policy, compliance and governance impact

6.1 Continued council support for fairly traded and ethical products contributes to mitigating risks of non-compliance with statutory requirements, specifically the Procurement Reform (Scotland) Act.

6.2 In addition, the council is ensuring it is taking action to ensure Edinburgh retains its Fairtrade City Status.

## 7. Equalities impact

7.1 Equality and rights are a key component of the Council's Fairtrade Policy and Action Plan which are underpinned by principles including being inclusive, engaging and sustainable. Delivery of this plan will improve Council ability to deliver the public sector equality duty.

## 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 proposals in this report will help improve social justice, economic wellbeing and environmental good stewardship.

## 9. Consultation and engagement

9.1 Fairtrade in Edinburgh is delivered by a city-wide, cross-sector partnership with regular and ongoing engagement between members and the wider Edinburgh community.

## 10. Background reading/external references

10.1 City of Edinburgh Council: Fair Trade Policy: Executive of the Council, 20 September 2005

10.2 The Fairtrade Town Action Guide, Fairtrade Foundation

**Andrew Kerr**

Chief Executive

Fiona Macleod, Senior Policy and Insight Officer

E-mail: fiona.macleod@edinburgh.gov.uk | Tel: 0131 469 3513

## 11. Appendices

None.

**Appendix 1**

**FAIR TRADE POLICY FOR THE CITY OF EDINBURGH COUNCIL**

**POLICY STATEMENT 2018**

The City of Edinburgh Council supports the Edinburgh Fair Trade City initiative and will promote the use of fairly traded and ethical products in Council directorates (including schools) and raise awareness of fairly traded and ethical products amongst Council staff.

**The Policy Aims are:-**

- to increase the use of fairly traded and ethical products across the Council and to serve fairly traded and ethical coffee and tea at Council meetings, in offices and canteens;

- to promote and raise awareness of fair and ethical trade amongst Council employees;

- to offer fairly traded and ethical products as an option on the Council food contract and other appropriate Council contracts where catering may be provided by an external provider.

**Key Objectives are:-**

- to maximise the range of fairly traded and ethical products available on Council contract and to publicise them across the Council (including in schools);

- to increase fairly traded and ethical food and beverages available in dispensers as part of Council contracts;

- to work in partnership with suppliers to the Council in the promotion of fairly traded and ethical products;

- to increase the number of Council schools holding fair trade status and provide support to schools working towards it;

- to continue to promote Edinburgh's status as a Fairtrade city through signage, communications and other media;

- to promote through the Council's website and Communication Service annual Fairtrade Fortnight events and the Edinburgh Fairtrade Festival;

- to monitor the uptake of fairly traded and ethical products in Council directorates and report to the Council on an annual basis;

- to monitor the implementation of the policy and report on progress.

**Implementation**

The policy will be implemented jointly by Strategy and Insight and Communications in the Chief Executive's Directorate, Commercial and Procurement Services in Finance, Catering Services in Property Facilities Management,  and Communities and Families.

**Appendix 2**

**The City of Edinburgh Council - Fair Trade Policy Action Plan 2018**

| Objective 1: Maximise the range of fair and fairly traded products on Council contract | | | |
|---|---|---|---|
| **Action** | **Lead Section** | **Timescale** | **Progress to date** |
| Maximise the range of fair, fairly traded and ethical products on the Council's food contract and other appropriate contracts where catering may be provided by an external provider | Catering Services, Property and Facilities Management<br><br>Commercial and Procurement Services, Finance | Ongoing | A range of fair and fairly traded products are available in the City Chambers and Waverley Court canteens and cafes. A number of fair trade products such as premium chocolate have recently been introduced. Fair, fairly traded and ethical products can be purchased in other Council buildings although more could be done to encourage consumption of these products in these buildings.<br><br>All Council schools sell fair trade products. |
| Look at the viability of purchasing staff uniforms made from fairly traded materials | Commercial and Procurement Services, Finance | 2018-2019 | This request has come from the Edinburgh Fairtrade Group and is at the initial stages of consideration. |
| Maximise the range of fair, fairly traded and ethical trade products served at Council meetings | Catering Services, Property and Facilities Management | Ongoing | Fairly traded tea, coffee and sugar are served at all Council meetings. All coffee and tea is fairly and ethically traded within the catering department. |
| Maximise the range of fairly traded and ethical products for sale in Council cultural venues | Catering Services, Cultural Venues, Culture | Ongoing | A range of fairly traded and ethical products are available in the Council owned cultural venues including products that are carbon neutral, organic, sustainable and not for profit. |

| Objective 2: Increase the number of schools holding Fairtrade status | | | |
|---|---|---|---|
| **Action** | **Lead Section** | **Timescale** | **Progress to date** |
| Increase the number of Council schools with Fairtrade status and provide support to those schools working towards it | Schools & Eco Schools, Communities and Families | Ongoing | A number of Council schools currently hold Fairtrade school status and a number are working towards it |
| Increase the number of Council schools with school uniforms made from fairly traded cotton | Schools, Communities and Families | Ongoing | Several schools in Edinburgh purchase school uniforms that are made with fairly traded materials including St Mary's Leith and Duddingston primary schools |
| **Objective 3: Communication and promotion** | | | |
| **Action** | **Lead Section** | **Timescale** | **Progress to date** |
| Promote and raise awareness of fair trade issues amongst all Council employees | Strategy & Insight & Communications<br><br>Catering Services, Property and Facilities Management | Ongoing | Fair trade events, campaigns and issues have been promoted through Newsbeat, the Council's website and social media.<br><br>The Council's Catering Service advertise their fair, fairly traded and ethical products in Council cafes and canteens. |
| Continue to promote Edinburgh's status as a Fairtrade city through signage, communication and other media | Strategy & Insight<br><br>Communications | Ongoing | In 2015, 15 signs bearing the Fairtrade logo and the words 'We are a Fairtrade city' were erected around the outskirts of Edinburgh.<br><br>A number of high profile fair trade campaigns and events have been promoted by the Council's communication service |
| Promote through the Council's website and Communication Service annual Fairtrade Fortnight events and the Edinburgh Fairtrade Festival | Strategy & Insight, Communications<br><br>Schools | Annual | The Council promotes Fairtrade Fortnight annually in collaboration with the Edinburgh Fairtrade Group. This has included the Lord Provost's Fairtrade Awards and School Awards and representation and publicity around Fairtrade events staged in Edinburgh, especially the annual Edinburgh Fairtrade Festival. |

| Objective 4: Monitoring and Implementation | | | |
|---|---|---|---|
| **Action** | **Lead Section** | **Timescale** | **Progress to date** |
| Undertake monitoring of the uptake of fair, fairly traded and ethical products | Commercial and Procurement Services, Finance<br><br>Catering Services, Property and Facilities Management<br><br>Schools | Annually | At present fair, fairly traded and ethical products are not monitored under procurement contracts and by catering services. Procedures will need to be developed to monitor uptake of these products. |
| Monitor the implementation of the policy and report on progress | Strategy and Insight | Annually | An annual report on progress will be produced. |

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

## Resource Use Policy - Position Statement August 2018

| | |
|---|---|
| **Item number** | 7.13 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

The Council's current Resource Use Policy was approved in 2000 with the purpose of reducing consumption of material resources and minimising the amount of waste the Council produces from its own operations.

At its January 2017 meeting, Corporate Policy and Strategy Committee (CP&S committee) considered an assurance statement of sustainability policies and agreed that the council's Resource Use Policy would be reviewed in light of new legislation and council structures.

In the light of the forthcoming independent audit of council activity on sustainability and climate change by the Edinburgh Centre for Carbon Innovation, the review of the Resource Use Policy has been deferred to allow the findings of the audit to be taken into account. The provisional timescale for the completion of this work and reporting to CP&S committee is December 2018.

# Report

## Resource Use Policy - Position Statement August 2018

### 1. Recommendations

1.1 Note that the review of the Resource Use Policy has been deferred until the findings of the independent audit of council activity on sustainability and climate change are considered by CP&S committee. The provisional timescale for reporting the audit findings to committee is December 2018.

### 2. Background

2.1 The Council's current Resource Use Policy was approved in 2000 with the purpose of reducing consumption of material resources and minimising the amount of waste the Council produces from its own operations. Types of waste named in the policy are paper, printer toner cartridges, ICT equipment, drink cans, timber, office furniture, fluorescent light bulbs, batteries and waste vehicle oil.

2.2 The policy and its action plan were revised in 2006. Meanwhile, improvements in the way the Council tackles materials consumption and disposal have continued, through taking advantage of developments in materials-reprocessing technologies, which has allowed a greater range of waste streams produced in council properties to be diverted from landfill.

2.3 At its January 2017 meeting the CP&S committee considered an assurance statement of sustainability policies and agreed that the Council's Resource Use Policy would be reviewed in light of new legislation and Council structures.

### 3. Main report

3.1 The Resource Use Policy approved in 2000 focused on waste streams for which recycling markets existed at that time. Since then, material-reprocessing has expanded and a wide range of other waste streams produced in council properties are now diverted from landfill.

3.2 On the operational side, the Council is now delivering increased provision of in-house workplace recycling facilities (including food waste), greater landfill diversion and reduced volumes of waste from construction and demolition activities, and the introduction of highly effective office furniture re-use and recycling practices.

3.3 There are several services within the council which are directly involved in the management of resource use:

3.3.1 Waste and Cleansing – internal waste and recycling;

3.3.2 Fleet and fuel use;

3.3.3 Facilities Management – catering (reduced use of plastics/generation of food waste), cleaning (better segregation of internal waste and provision of bins) and energy usage;

3.3.4 Procurement – ensuring that we avoid the purchase of non-efficient resources and have contract specs that recognise resource use.

3.4 Delivery of these services is supported by a range of policies and strategies, designed to support the council's wider obligations under the Climate Change Act (Scotland) 2009.

3.5 A report on Sustainability was presented to Council on 28 June 2018, and provided an overview of the breadth of sustainability and climate-change related work, including resource use, already underway across a number of directorates noting that there is potential benefit from more strategic coordination which would better prepare the council to deliver on the council business plan and associated legislative commitments and council strategies.

3.6 Elected members agreed to note that officers will work with the Edinburgh Centre for Carbon Innovation to provide an expert independent audit of council activity alongside recommendations as to how the council might continue to improve the cumulative impact it has on sustainability and climate change. These recommendations will be shared with CP&S committee and, subject to political agreement, taken forward by the council. Dependent upon the results of the audit, these finding would also form the basis for developing a new Edinburgh Council Sustainability Strategy which is due by 2020.

3.7 Recognising the potential for the outcome of the audit to recommend changes to current resource use policies and practice, it is recommended that further work on reviewing the Resource Use Policy is deferred until early 2019, allowing relevant findings and recommendations to be taken into account.

## 4. Measures of success

4.1 The revised resource use policy will:

4.1.1 create a co-ordinated approach to the operational aspects of resource use efficiency;

4.1.2 minimise resource consumption and the environmental impacts of waste production across Council activities;

4.1.3 promote sustainable use practices amongst all Council employees;

4.1.4 gain maximum understanding of material use and waste across Council activities;

4.1.5 ensure that the Council is fully compliant with relevant waste legislation; and

4.1.6   maximise financial savings from efficient material resource management.

## 5. Financial impact

5.1   There are no financial implications at this stage.

## 6. Risk, policy, compliance and governance impact

6.1   The policy is recognised as requiring to be updated. The recommendation is that the update is deferred to ensure alignment with the outcome of the audit by Edinburgh University Carbon Centre.

## 7. Equalities impact

7.1   The equalities impact of the revised policy will be assessed.

## 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. In summary, the activities which are the subject of this policy will help achieve a sustainable Edinburgh because it aims to maximise effective resource use and to minimise waste generated through the council's activity.

## 9. Consultation and engagement

9.1   None so far.

## 10. Background reading/external references

10.1   8.4 Sustainability_Full Council 28062018

**Andrew Kerr**

Chief Executive

Contact: Eleanor Cunningham, Acting Policy Unit Manager

E-mail: Eleanor.cunningham@edinburgh.gov.uk | Tel: 0131 553 8220

## 11. Appendices

None.

# Corporate Policy and Strategy Committee

**10am, Tuesday, 7 August 2018**

## Participation Requests

| | |
|---|---|
| **Item number** | 7.14 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | 47 |

## Executive Summary

Participation Requests are a legal duty under Part 3 of the Community Empowerment (Scotland) Act 2015.  Under the duty the Council is required to publish annually details of requests and any support and promotional activity undertaken.

This report details the participation requests received by the Council since the legislation came into effect on 1 April 2017 in line with the annual reporting requirement.  An update on the work programme to support the delivery of this new duty is also provided.

# Report

# Participation Requests

## 1. Recommendations

It is recommended that Corporate Policy and Strategy Committee:

1.1 notes the participation requests received from 1 April 2017 to 31 March 2018;

1.2 notes the development work to support the delivery of this legislative duty; and

1.3 agrees to receive a report setting out proposals for the Council's policy on participation requests within two cycles of the conclusion of the Westbank Street Outcome Improvement Process as set out in paragraph 3.5.

## 2. Background

2.1 The Community Empowerment (Scotland) Act 2015 passed into law on 24 July 2015. The Act introduces a range of measures designed to support communities to engage with public bodies to improve outcomes. Part 3 of the Act, Participation Requests, came into effect on 1 April 2017.

2.2 An interim process for participation requests was agreed by the Corporate Policy and Strategy Committee at its meeting on 28 March 2017. This process has been applied to the participation requests received by the Council.

## 3. Main report

3.1 Under the legislation, public bodies are required to report annually at the end of June each year on participation requests and specifically:

3.1.1 the number of requests received;

3.1.2 the number of requests agreed and refused;

3.1.3 the number of requests which resulted in changes to a public service provided by, or on behalf of, the public service authority; and

3.1.4 action taken by the public service authority to promote and support the use of participation requests.

3.2 In the period 1 April 2017 to 31 March 2018, the Council has received two participation requests as summarised below.

**Westbank Street**

3.3   Portobello Community Council submitted a participation request on 25 April 2017. The request was to be involved in the sale of the Westbank Street land, known locally as the 'Pitz' site. The request was agreed. After this submission, a further request was received from Portobello Amenity Society. On this basis, an Outcome Improvement Process was developed involving both groups.

3.4   The delivery of the agreed Outcome Improvement Process is ongoing. An extensive community engagement exercise has been carried out, including surveys and focus groups in the area, with the results informing the design bids for the development of the site. An evaluation session of all bids took place with representatives from both Portobello Community Council and Portobello Amenity Society, and elected members for the Portobello/Craigmillar ward. The final stage of the Outcome Improvement Process is for the preferred bidder to be presented to the Council for approval.

3.5   Following the completion of the Outcome Improvement Process, a report will be published in line with the legislative requirements. An evaluation process will also be carried out with the findings informing the development of the Council's policy for participation requests.

**2050 Edinburgh City Vision**

3.6   A second participation request was received from Transition Edinburgh on 11 January 2018. Transition Edinburgh sought engagement in the process of achieving a carbon-neutral Edinburgh through the 2050 Edinburgh City Vision. The request was refused on the basis that the 2050 Edinburgh City Vision has not yet been formulated.

3.7   A commitment has been given to ensure that Transition Edinburgh are included in the planned engagement process scheduled for the latter half of 2018 which will provide an opportunity to inform and influence the development of the 2050 Edinburgh City Vision.

**Promotion and awareness raising**

3.8   Under the legislation, public sector bodies are required to promote the use of participation requests to communities, and provide support, where requested, to enable communities to participate in the process.

3.9   To support this activity, joint activity has been carried out with the Scottish Community Development Centre (SCDC), including being one of four learning sites in Scotland and the publication of SCDC guidance for community bodies on the Council website. Internal promotion has also been carried out and a staff toolkit published on the Council's intranet.

**Policy development**

3.10    The report approved by Corporate Policy and Strategy Committee on 28 March 2017 proposed that a Council policy on participation requests would be developed in the last quarter 2017/18.  As this was subject to a review of the existing approach it is proposed to await the completion and evaluation of the existing request with the findings from this informing the policy.

3.11    The evaluation will draw on the experience of the groups that have been involved, their reflections of the experience and improvements that could be made.  The evaluation will also include a workshop with the Council officers who have led and delivered the participation request, including staff from Corporate Property, the Information Governance and Strategy and Insight Teams.

3.12    The policy implementation will be supported by the delivery of a refreshed work programme which will include a communications and awareness raising plan and capacity building programme.

3.13    It is also proposed to continue with the Partner Network Group established to share good practice and comprising representatives from Edinburgh College, Edinburgh Voluntary Organisations' Council, Scottish Enterprise, the Scottish Fire and Rescue, NHS Lothian and Police Scotland.

## 4.    Measures of success

4.1    Specific measures of success will be identified as part of the evaluation of the current request.

## 5.    Financial impact

5.1    Resources for the interim process have been met from existing service budgets. Financial and resource impacts will be included within the evaluation process used to inform the policy development.

## 6.    Risk, policy, compliance and governance impact

6.1    Participation requests are monitored for adherence to timescales, refusals and outcomes.  There are potential reputational risks by failing to meet timescales and by refusing a high proportion of participation requests.

## 7.    Equalities impact

7.1    An Equalities and Rights Impact Assessment was carried out in regard to establishing the interim approach and no specific concerns highlighted as a result.

## 8.    Sustainability impact

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


## 9.    Consultation and engagement

9.1    Engagement with stakeholders forms a key element of approach and work
programme.


## 10.    Background reading/external references

10.1    Hyper-linked in the report.


**Andrew Kerr**

Chief Executive

Contact: Michele Mulvaney, Strategy Manager - Communities

E-mail: michele.mulvaney@edinburgh.gov.uk | Tel: 0131 469 3541


## 11.    Appendices

None

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

## Edible Edinburgh: A Sustainable Food City – Progress Report

| | |
|---|---|
| **Item number** | 7.15 |
| **Report number** | |
| **Executive/routine** | Executive |
| **Wards** | All |
| **Council Commitments** | 36 |

## Executive Summary

Edible Edinburgh contributes to a number of key city strategies and priorities in relation to food poverty, healthy eating, food education, food waste, food growing and community cohesion. It aims to promote the production and sale of local produce and to improve the health and well-being of Edinburgh citizens through education, affordable access and promotion of healthy eating and community growing initiatives.

This report details progress made by the Edible Edinburgh initiative in delivering the Sustainable Food City Plan since its launch in June 2014. Key successes are highlighted and areas for future action are outlined.

·EDINBVRGH·
THE CITY OF EDINBURGH COUNCIL

# Report

# Edible Edinburgh: A Sustainable Food City – progress report

## 1. Recommendations

1.1 To note progress with the Edible Edinburgh Sustainable Food City Plan.

1.2 To continue to support and work with the Edible Edinburgh initiative in driving the Plan.

1.3 To support the development of a Food Growing Strategy for the city as required by the Community Empowerment (Scotland) Act.

1.4 To support the development of a regional food strategy which recognises the increasing importance of local producers, sustainable agriculture and regional food brands, as agreed by Full Council in June 2018, as part of the Edinburgh and South East Scotland City Region Deal.

## 2. Background

2.1 The Edible Edinburgh Sustainable Food City Plan was developed in response to public demand by a range of public, private and third sector partner organisations including the Council and launched in June 2014. It provides a strategic framework for Edinburgh to develop as a sustainable food city and outlines actions for delivering this transformation.

2.2 The Edible Edinburgh initiative is delivered by a cross sector partnership that includes representation from the Council, NHS, further and higher education, community food and sustainability sectors, national food and waste reduction organisations, business and greenspace sectors. Actions are delivered by collaborative partnership working across all sectors to harness and direct resources, support active citizenship and build community resilience. It is recognised within Community Planning structures as a sub-group of the Edinburgh Sustainable Development Partnership. A Vision and Charter sets out the partnership's aims and objectives.

2.3 Edible Edinburgh contributes to a number of key city strategies and priorities including the Council's commitments on tackling food poverty, holiday hunger and enhancing nutrition in schools, and on supporting and expanding the network of community gardens and food growing initiatives in the city, Sustainable Edinburgh

2020, the Poverty and Inequality Framework and the Health Inequalities Framework.

2.4 The Edible Edinburgh initiative is a member of the UK Sustainable Food Cities Network which supports over 55 cities and towns in developing cross sector approaches to building healthy and sustainable communities by transforming food systems.

## 3. Main report

3.1 The Edible Edinburgh Sustainable Food City Plan provides a strategic framework for Edinburgh to develop as a sustainable food city and outlines actions for delivering this transformation.

3.2 Key achievements of the partnership include:

3.2.1 A strong partnership steering group lead with representation from many of the city's key food, healthy eating, health and sustainable food growing sectors;

3.2.2 A Feeding the 5000 event organised by the partnership in its first year, in close collaboration with top chefs and Scottish food producers, raised awareness of food waste and was extremely well attended. People were consulted at the event on the then draft Sustainable Food City Plan. Over 300 responses were received;

3.2.3 Embedding of sustainable food principles in city commitments, policies, strategies and practices;

3.2.4 Multi-agency work on food poverty including a joint statement on food poverty by the leaders of Edinburgh and Glasgow Councils pledging to tackle food poverty in a joined up way. The Chair of Edible Edinburgh also sat on an independent working group on food poverty set up by the Scottish Government to consider the key issues and make recommendations and a final report was produced. The Scottish Government responded to the report recommendations and an Expert Reference and Delivery Group was established to oversee the Group's recommendation and take forward a three-year work plan;

3.2.5 Dedicated work by a multitude of community groups to establish, run and expand the network of community gardens and food growing initiatives in the city. These initiatives deal not only with the growing of food but with issues surrounding food poverty, healthy eating, food education, social exclusion, isolation and building community cohesion;

3.2.6 Work by Edinburgh Community Food, Edinburgh Larder and other agencies across the city to deliver a range of healthy eating programmes and initiatives targeting low income and hard to reach communities including cooking and nutrition sessions;

3.2.7 The Edinburgh Food for Life Partnership's work on public sector procurement leading to all Council schools, four care homes and a day centre in the city achieving the Soil Association's Food for Life Served Here award at Bronze level and two Council schools and one care home achieving Silver accreditation;

3.2.8 A successful application under the Sustainable Food Cities Network Coordinator grant scheme for funding to appoint a part time Sustainable Food Cities Co-ordinator for one year to support the work of Edible Edinburgh. The Co-ordinator post will be based at Edinburgh Community Food, a key partner in Edible Edinburgh; and

3.2.9 Initial planning and engagement on the development of a Food Growing Strategy for the city. This includes a very well attended stakeholders event organised by Transition Edinburgh's Food Group.

3.3 In early 2018, Councillor Gordon was appointed as the new Chair of the Group. Key work has been done since then on defining the key priorities for Edible Edinburgh going forward. These include:

3.3.1 Ensuring the delivery of Edible Edinburgh's Sustainable Food City Plan through implementation of a workplan for 2018-2020;

3.3.2 Strengthening of the membership of the partnership including encouraging participation by sectors with weak representation;

3.3.3 Development of Edinburgh's first Food Growing Strategy through a citywide inclusive and participatory engagement process in order to fulfil our obligations under the Community Empowerment (Scotland) Act;

3.3.4 Work with partner local authorities and sustainable food initiatives involved in the East of Scotland City Deal (Edinburgh, Midlothian, West Lothian, East Lothian, Fife and Borders) to develop a sustainable food strategy for the region, as approved by Full Council on 28 June 2018;

3.3.5 Participation in the Sustainable Food Cities Veg Cities campaign to encourage the uptake of more fruit and vegetables, especially amongst young people and in hard to reach communities;

3.3.6 Work with the Edinburgh Food for Life Partnership (EFFLP) to consolidate its Food for Life Served here 'Bronze' accreditation in Council schools and care homes and look at the feasibility of going for 'Silver' accreditation;

3.3.7 Developing a rolling public engagement programme around healthy and sustainable food with a key focus on community food engagement;

3.3.8 Strengthening local business commitment and developing mechanisms for opening up market opportunities and ways for people to access affordable, healthy and sustainable food through business engagement, promotion of food markets, shops and restaurants, particularly in areas with no existing provision; and

3.3.9 Establishing a Scottish Forum of Sustainable Food Cities (SFC) to share knowledge, ideas and best practice, and stay connected and engaged with the wider UK SFC network.

3.4 By progressing the above the partnership hopes to achieve the Sustainable Food Cities Network Bronze standard accreditation in 2019-20.

## 4. Measures of success

4.1 Ongoing delivery of the Edible Edinburgh Sustainable Food City action plan across all objectives.

4.2 Increased and strengthened cross-sector engagement with and collaboration under the Sustainable Food City Plan.

4.3 Contribution to the development of a local food growing strategy with reference to the Community Empowerment (Scotland) Act.

4.4 Contribution to the development of a regional food strategy as approved by Full Council in June 2018.

4.5 Edinburgh Food for Life partnership retention of 'Bronze' and 'Silver' standard for Council schools and care homes.

4.6 Achievement of the Sustainable Food Cities Network Bronze standard accreditation.

## 5. Financial impact

5.1 Council action to meet its commitments as a partner in Edible Edinburgh is aligned with adopted policy and therefore contained within existing budgets.

5.2 Development of a regional food strategy will need to be resourced as this is potentially a large and new area of work.

## 6. Risk, policy, compliance and governance impact

6.1 Continued Council support for the Edible Edinburgh Sustainable Food City Plan contributes to mitigating risks of non-compliance with statutory requirements, specifically the Climate Change (Scotland) Act 2009 and the Community Empowerment (Scotland) Act 2015.

## 7. Equalities impact

7.1 Equality and rights are a key component of the Edible Edinburgh Sustainable Food City Plan which is underpinned by principles including being inclusive, engaging

and sustainable. Delivery of this plan will improve Council ability to deliver the public sector equality duty.

## 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 proposals in this report will help achieve a sustainable Edinburgh because they support Council action in partnership across all sectors, to reduce carbon emissions, increase the city's resilience to climate change impacts and improve social justice, economic wellbeing and environmental good stewardship.

## 9. Consultation and engagement

9.1 The Edible Edinburgh initiative is delivered by a city-wide, cross-sector partnership with regular and ongoing engagement between members and the wider Edinburgh community.

## 10. Background reading/external references

10.1 Edible Edinburgh: A Sustainable Food City Plan

10.2 Edible Edinburgh – A Sustainable Food City – Progress Report: Corporate Policy and Strategy Committee, 23 February 2016

10.3 Edible Edinburgh: A Sustainable Food City: Transport and Environment Committee, 3 June 2014

10.4 Food for Life Accreditation in Schools – Update: Education Children and Families Committee Report, 6 October 2015

**Andrew Kerr**

Chief Executive

Fiona Macleod, Senior Policy and Insight Officer

E-mail: fiona.macleod@edinburgh.gov.uk | Tel: 0131 469 3513

## 11. Appendices

None.

# Corporate Policy and Strategy Committee

**10:00am, Tuesday 7 August 2018**

# Managing transition to Brexit in Edinburgh

| | |
|---|---|
| **Item number** | 7.16 |
| **Report number** | |
| **Executive/routine** Executive | |
| **Wards** All | |
| **Council Commitments** 2, | |

## Executive Summary

In October 2017 the Corporate Policy and Strategy Committee noted concerns relating to the departure of Scotland and the UK from the EU, and the likely impacts of Brexit on Edinburgh's relationship with European institutions, businesses and citizens.

This report provides an update on actions underway to manage the potential impacts of Brexit on Council colleagues and the Edinburgh economy, as well as activity to maintain relationships with European institutions and cities. The report focuses on action to:

- Provide support and advice to Council colleagues affected by the decision to leave the EU, and
- Maintain Edinburgh's position as a successful economy within an open and welcoming international city.

# Report

## Managing transition to Brexit in Edinburgh

### 1.    Recommendations

1.1    It is recommended that Committee:

1.1.1    Notes actions in place to manage transition towards Brexit, and maintain Edinburgh's position as an open and welcoming international city, and

1.1.2    Agrees that the Brexit Working Group review actions currently in place and report on future options to provide support for Non-UK EU nationals within the Council workforce and the wider city population.

### 2.    Background

2.1    In October 2017 a motion was agreed to note the concerns of the Corporate Policy and Strategy Committee relating to the departure of Scotland and the UK from the EU, and the likely impacts of Brexit on Edinburgh's relationship with European institutions, businesses and citizens. The committee further recommended actions to be taken to reduce the impact of Brexit on Edinburgh's economy and communities, and expressed the committee's opposition to any erosion of rights enjoyed by EU nationals within the UK

2.2    In response to this motion, a letter was sent by the Council leader to the UK Government in December 2017, expressing the Council's support for the retention of rights enjoyed by EU nationals and opposing proposed measures such as the register of EU nationals.

2.3    This report now provides an update on actions underway to manage the potential impacts of Brexit on Council colleagues, the economy, and citizens.  The report focuses on action to:

2.3.1    Provide support and advice to Council colleagues affected by the decision to leave the EU; and

2.3.2    Maintain Edinburgh's position as a successful economy within an open and welcoming international city.

### 3.    Main report

#### Support and advice for Council colleagues

3.1    Following the result of the EU referendum, early concerns were raised relating to the welfare and support needs of non-UK EU nationals within the Council

workforce. In particular, Council recognised the potential uncertainty faced by such colleagues as to immigration status, and leave to remain and work in the UK during and following the transition period towards the UK's exit from the EU.

3.2     In order to identify and provide support for colleagues affected by the Brexit process, the Council's Human Resources team conducted a compliance audit of employee records during 2017 and early 2018. This audit revealed that:

3.2.1   Non-UK EU nationals account for 5.5% of the current City of Edinburgh Council workforce;

3.2.2   More than a third of these colleagues have over five years' service within the Council;

3.2.3   Three service areas show a higher than average concentration of affected colleagues – Communities and Families, Health and Social Care, and Resources; and

3.2.4   These figures, it should be noted, include only staff employed directly by the Council and exclude staff employed through third party contracted service providers.

3.3     Using this information, the Human Resources team have written with support and guidance to all colleagues believed to be directly affected by Brexit.  This guidance includes current information on the most up to date agreements between the UK Government and the EU on the rights of EU nationals to live and work in the UK following 19 March 2019 (the proposed date of withdrawal).  The guidance further provides the most up to date information on the steps colleagues may need to take if they wish to continue working in the UK following June 2021 (the proposed end of the transition period to full withdrawal).

3.4     These communications represent the beginning of a process to provide full support and advice for colleagues affected by Brexit. Up to date information and guidance has been published on the intranet where it can be accessed by all staff, and tailored guidance has been provided through updates to all managers. Next steps include development of measures to support colleagues who may have immediate family affected by Brexit, and to continue to update and clarify guidance for colleagues as more details become available.

3.5     Throughout this process, information provided to staff has been shared with local trades unions and with COSLA colleagues, where the Council has been recognised as a leading local authority on this issue.

**An open and welcoming, international city**

3.6     Edinburgh's reputation as an open, welcoming city for EU visitors and workers, alongside our trading, business, and cultural links with EU countries has played an important part in the city's success over recent decades.  According to the most recent information available:

3.6.1   Edinburgh is home to more than 39,000 non-UK EU nationals, more than any other city in Scotland;

3.6.2 Some 5% of all jobs in Edinburgh are filled by workers from EU countries, with this ratio much higher in many of the city's key sectors and institutions across Tourism, Hospitality, Health and Social Care, and Financial Services;

3.6.3 Within Higher Education alone, non-UK EU workers constitute 17% of all University of Edinburgh staff, while Edinburgh as a whole records a higher proportion of EU national students than any other UK city; and

3.6.4 On trade and investment, EU countries account for £12.7bn of exports from Scotland each year. While no official local authority breakdown on this data is available, pro-rata estimates suggest that exports to the EU from Edinburgh businesses are valued at some £1bn each year.

3.7 Within this context, the Edinburgh Economy Strategy, approved by the Housing and Economy Committee on 7 June 2018, recognises transition to a post Brexit economy as a key challenge for the city, and sets out actions needed to meet the Council's vision for Edinburgh as a welcoming, international city.

3.8 While the precise short and long term economic effects of Brexit on Edinburgh are uncertain, and subject to significant variation depending on the scenario and modelling assumptions followed, analysis suggests that the UK cities most likely to adapt successfully to Brexit over the long term include those characterised by high productivity economies, an innovative business base, strong business networks, and highly skilled workforces. These are areas in which Edinburgh's economy already performs strongly, with productivity rates well above the UK average, a rapidly growing technology innovation sector, and over 50% of all employed residents working in high skilled occupations.

3.9 Building on these assets, the Edinburgh Economy Strategy aims to maintain the fundamental strengths Edinburgh will need in order to respond to the challenges and opportunities emerging from a post Brexit economy. Key actions which will support this resilience include the strategy's:

3.9.1 **Focus on Innovation**– including investment in data driven innovation, actions to support growth businesses, and commitments to maintain Edinburgh as an outward looking International city with a resilient and diverse economy;

3.9.2 **Focus on Skills** – including investment to develop targeted skills gateways to improve the supply of skills for key technology and innovation sectors, and commitment to maintaining Edinburgh's international connections and reputation as a city open to attracting new talent; and

3.9.3 **Focus on Places** – most importantly, the strategy recognises the critical role that Edinburgh's quality of life, infrastructure, built and natural environments play in attracting people, business, and investment to the city. As such, the strategy includes commitments to deliver a new vision for Edinburgh's city centre, to deliver business and residential growth in Waterfront, West Edinburgh, and South-East Edinburgh and to build on the success of our tourism and cultural sectors.

3.10    Within the context of this strategy, a significant programme of work is already underway to promote Edinburgh as an open, and welcoming city for international workers and investors.  This programme includes actions such as:

3.10.1 Use of market intelligence data to target key markets for inward investment and to attract skilled labour. As a part of this work, a package of short-films have been created to promote the city and target sector specific talent, including fintech, financial services, technology, the creative industries, life sciences, and international students;

3.10.2 Support for Edinburgh companies' attendance at sector specific jobs fairs, helping to promote Edinburgh jobs to an international audience;

3.10.3 Promotion of Edinburgh as a place to live, work, visit, and invest through the investor facing Invest Edinburgh website, Invest Monthly newsletter and INVEST Edinburgh Magazine, as well as use of social media channels and on-line digital campaigns to promote targeted messaging to a European and international audience;

3.10.4 Use of the Invest Edinburgh website to deliver advice, support and guidance to EU nationals and those who are considering coming to Edinburgh to live, work or study, including visa and immigration advice, and the latest information on requirements for EU nationals arising as a result of the Brexit process;

3.10.5 Collaborative work with bodies such as Scottish Financial Enterprise, CodeClan, Codebase, Creative Edinburgh, and others, to help identify and create early actions to address skills gaps in key sectors;

3.10.6 Engagement around investment enquiries and potential collaborations with the European & International Offices of Scottish Development International (SDI) & UKTI, including for example in Paris, Dusseldorf and Berlin;

3.10.7 Continued engagement with European based institutional investors and venture capitalists at events such as MIPIM and previously EXPO REAL (Munich) and IHIF (Berlin);

3.10.8 Management of an International Visit Programme which includes handling requests from a large number of European & international delegations to Edinburgh, and supports a large number of outward Civic visits aimed at strengthening Edinburgh's links with international and European cities;

3.10.9 Membership of the EUROCITIES Network (which includes both EU and non-EU cities across the European continent).  This network provides a significant platform for maintaining strategic relationships with European cities and exchanging good practice.  Edinburgh will host the EUROCITIES AGM & Conference in November 2018. This event offers the opportunity to bring together all 130 member cities in Edinburgh for a conference programme on the theme of "Creative, Competitive Cities"; and

3.10.10 In addition, the Council maintains good relations with its European twin and sister cities – including Aalborg, Munich, Krakow, Nice, etc and works with a variety of partners across Edinburgh including the universities, consulates, the Chamber of Commerce and the festivals in implementing projects with those cities.

3.11 Overall, this package of work aims to promote Edinburgh as a global meeting place for the flow of knowledge and new ideas, and as an outward looking, capital city, open to business and open to attracting new talent. The vision of the city this approach is built around is consistent with the set of actions needed to manage Edinburgh's transition to a post-brexit economy. To maintain the focus throughout this period of change, annual review of the Edinburgh Economy Strategy will be undertaken - through strong partnerships between the Council, its partners, and businesses - to ensure that specific new response programmes can developed where required as the terms and impacts of exit become clear.

## 4. Measures of success

4.1 A suite of performance measures and actions have been developed and form part of the good growth monitoring framework incorporated within the Edinburgh Economy Strategy.

## 5. Financial impact

5.1 There are no additional financial impacts as a result of this report to the City of Edinburgh Council.

## 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 There are no immediate equalities impact from the recommendations related to this paper. Equalities impacts arising from the Edinburgh Economy Strategy and related actions cited in this report have been considered as part of a draft Integrated Impact Assessment.

## 8. Sustainability impact

8.1 There are no immediate equalities impact from the recommendations related to this paper. Sustainability impacts arising from the Edinburgh Economy Strategy and

related actions cited in this report have been considered as part of a draft Integrated Impact Assessment.

## 9. Consultation and engagement

9.1 Development of the Edinburgh Economy Strategy and related actions, including the approach to managing transition to a post-brexit economy, was a collaborative process involving workshops with elected members, businesses, public sector partners, and third sector organisations.

## 10. Background reading/external references

10.1 Housing and Economy Committee Report: 7 June 2018 "Edinburgh Economy Strategy"

**Andrew Kerr**

Chief Executive

Laurence Rockey, Head of Strategy and Insight

Email: laurence.rockey@edinburgh.gov.uk  Tel: 0131 469 3493

## 11. Appendices

None

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

# Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018 – referral from the Governance, Risk and Best Value Committee

| | |
|---|---|
| **Item number** | 7.17 |
| **Report number** | |
| **Wards** | All |

## Executive summary

The Governance, Risk and Best Value Committee on 31 July 2018 considered a report on the Internal Audit's annual opinion for the City of Edinburgh Council for the year ended 31 March 2018, prepared in line with the Public Sector Internal Audit Standards requirements.

The report has been referred to the Corporate Policy and Strategy Committee for their consideration.

# Terms of Referral

# Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018

## Terms of referral

1.1    On 31 July 2018, the Governance, Risk and Best Value Committee considered a report on the Internal Audit's annual opinion for the City of Edinburgh Council for the year ended 31 March 2018, prepared in line with the Public Sector Internal Audit Standards requirements.

1.2    The report by the Executive Director of Resources was based on the outcomes of the audits included in the Council's 2017/18 Internal Audit Annual plan and the status of open Internal Audit findings as at 31 March 2018.

1.3    The Governance, Risk and Best Value Committee agreed to note with concern the 'red' high level finding on the Audit Opinion and considered that this required to be addressed as a matter of urgency, and therefore agreed:

1.3.1    that the report be remitted to the Corporate Policy and Strategy Committee for their consideration and request that they report their discussions and any decisions back to the Governance, Risk and Best Value Committee;

1.3.2    request each Director to bring forward a plan on how they will strengthen the control environment within their directorate and in future include reference to this within each Director's assurance statement.

## For Decision/Action

2.1    The Corporate Policy and Strategy Committee is asked to consider the attached report and request that they report their discussions and any decisions back to the Governance, Risk and Best Value Committee.

## Background reading / external references

[Webcast of Governance, Risk and Best Value Committee – 31 July 2018](#)

**Laurence Rockey**
Head of Strategy and Insight

Contact:    Louise Williamson, Assistant Committee Clerk
Email:    louise.p.williamson@edinburgh.gov.uk | Tel: 0131 529 4264

## Links

| | |
|---|---|
| **Appendices** | Appendix 1 – Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018 – report by the Executive Director of Resources |

# Governance, Risk and Best Value Committee

**10.00am, Tuesday 31 July 2018**

## Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018

| | |
|---|---|
| **Item number** | 7.1 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

This report details Internal Audit's annual opinion for the City of Edinburgh Council (the Council) for the year ended 31 March 2018. Our opinion is based on the outcomes of the audits included in the Council's 2017/18 Internal Audit annual plan, and the status of open Internal Audit findings as at 31 March 2018.

Internal Audit considers that significant enhancements are required to the established control environment and governance and risk management frameworks to ensure that the Council's most significant risks are effectively mitigated and managed, and is therefore reporting a 'red' rated opinion, with our assessment towards the middle of this category.

Whilst no 'Critical' Internal Audit findings have been raised, a number of significant weaknesses in the control environment have been identified. Consequently, we believe that the Council's established control environment; governance; and risk management frameworks have not adapted sufficiently to support effective management of the changing risk environment and the Council's most significant risks, putting achievement of the Council's objectives at risk.

This report is a component part of the overall annual assurance provided to the Council, as there are a number of additional assurance sources that the Committee should consider when forming their own view on the design and effectiveness of the control environment and governance and risk management frameworks within the Council.

This report has been prepared in line with Public Sector Internal Audit Standards (PSIAS) requirements.

# Report

## Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018

## 1. Recommendations

1.1 It is recommended that the Committee notes the Internal Audit opinion for the year ended 31 March 2018.

## 2. Background

2.1 The Public Sector Internal Audit Standards (PSIAS) provide a coherent and consistent internal audit framework for public sector organisations. Adoption of the PSIAS is mandatory for internal audit teams within UK public sector organisations, and PSIAS require annual reporting on conformance.

2.2 It is the responsibility of the Council's Chief Internal Auditor to provide an independent and objective annual opinion on the adequacy and effectiveness of the Council's control environment and governance and risk management frameworks in line with PSIAS requirements. The opinion is provided to the Governance, Risk, and Best Value Committee and should be used to inform the Council's Annual Governance Statement.

2.3 The objective of Internal Audit is to provide a high quality independent audit service to the Council, in accordance with PSIAS requirements, which provides assurance over the control environment established to manage the Council's key risks and their overall governance and risk management arrangements.

2.4 Where control weaknesses are identified, Internal Audit findings are raised, and management agree recommendations to address the gaps identified. However, it is the responsibility of management to address and rectify the weaknesses identified via timely implementation of these agreed management actions.

2.5 The IA definition of an overdue finding is any finding where all agreed management actions have not been implemented by the final date agreed by management and recorded in Internal Audit reports.

## 3. Main report

### Internal Audit Opinion

3.1 Internal Audit considers that significant enhancements are required to the control environment and governance and risk management frameworks to ensure that the

Council's most significant risks are effectively mitigated and managed, and is raising a 'red' rated opinion (see category 3 at Appendix 1), with our assessment towards the middle of this category.

3.2     Whilst no "Critical' Internal Audit findings have been raised, a number of significant weaknesses in the control environment have been identified. Consequently, we believe that the Council's established control environment; governance; and risk management frameworks have not adapted sufficiently to support effective management of the changing risk environment and the Council's most significant risks, putting achievement of the Council's objectives at risk.

3.3     This opinion is reflective of the increased number of findings raised in comparison to prior years; the increasing trend in the percentage of open findings that are overdue; and the 30 historic findings reopened as agreed management actions were either not implemented, or had been implemented but not sustained (further detail is included at paragraphs 3.10 – 3.13 below).

3.4     Consequently, the Council should endeavour to improve its control environment and governance and risk management frameworks to ensure that all significant risks are effectively managed and mitigated.

3.5     This opinion is subject to the inherent limitations of internal audit (covering both the control environment and the assurance provided over controls) as set out in Appendix 2.

3.6     Internal Audit is not the only source of assurance provided to the Council as there are a number of additional assurance sources (for example, external audit) that the Committee should consider when forming their own view on the design and effectiveness of the Council's control environment and governance and risk management frameworks.

## Basis of opinion

3.7     Our opinion is based on the outcome of 27 audits completed across the Council in the year to 31 March 2018, and the status of open internal audit findings as at 31 March 2018 (see Appendix 5).

3.8     The audits included in the plan were designed to test the adequacy of the design and operating effectiveness of the Council's control environment, and governance and risk management frameworks, established to mitigate the Council's most significant risks.

3.9     The outcomes of two audits referred to the Governance, Risk and Best Value Committee by the Edinburgh Integration Joint Board are also reflected in our opinion, as these specifically relate to Health and Social Care Partnership services delivered by the Council.

3.10    As the Council is the administering authority for Lothian Pension Fund (LPF), our opinion also includes the outcome of the four audit reviews performed for LPF and the status of their open audit findings as at 31 March 2018.

3.11    A separate Internal Audit opinion for LPF was prepared and presented at the Pensions Audit Committee on 27 June 2018.  This was also a 'red' rated opinion, with our assessment towards the middle of this category.

3.12    This opinion does not include audit reviews performed for the Lothian Valuation Joint Board (LVJB) and the other arms-length external organisations that currently receive audit assurance from the Council's Internal Audit team.

**Audit outcomes**

3.13    A total of 126 findings were raised (47 High; 55 Medium; and 24 Low) have been raised across a total of 31 completed audits,

    3.13.1    **Council** - 25 audits were completed, with a total of 109 findings (38 High; 51 Medium; and 20 Low) raised.  This includes the outcomes of 4 reviews carried forward from 2016/17;

    3.13.2    **EIJB** – 2 audits were completed on behalf of the EIJB that relate to Partnership services delivered by the Council, with a total of 6 findings (5 High and 1 Medium) raised;

    3.13.3    **LPF** - 4 audits were completed with a total of 11 findings (4 High; 3 Medium; 4 Low) raised; and

    Note that this does not include any 'Advisory' findings raised.

3.14    40% of the High rated findings raised resulted from the Care Homes Assurance; Health and Social Care Purchasing Budget; Building Standards; Drivers Health and Safety; and GIRFEC - Named Person audits, with management actions owned by the Health and Social Care Partnership; Place; Resources (Customer and Human Resources); and Communities and Families directorates.

3.15    All 6 of the High rated findings referred to the GRBV by the EIJB Audit and Risk Committee relate directly to Health and Social Care Partnership services delivered by the Council.

3.16    Appendix 3 includes details of all 2017/18 completed and 2016/17 carried forward audits for Council and LPF; and referrals from the EIJB Audit and Risk Committee.

3.17    Appendix 4 details the 5 2017/18 audits approaching completion.

**Status of Internal Audit Findings**

3.18    There were 86 open Internal Audit findings across Service Areas as at 31 March 2018 Of these, 41 (47%) were overdue (4 High; 27 Medium; and 10 Low).

**Comparison to Prior Year**

3.19    An amber rated opinion was reported in 2017/18 reflecting that the Council's control environment and governance and risk management frameworks were 'generally adequate but with some enhancements required'. This opinion highlighted weaknesses in the control environment and governance and risk management

frameworks with instances of non-compliance with existing controls that (if not addressed), could put achievement of the Council's objectives at risk.

3.18 The change in the Council's control environment and governance and risk management frameworks in comparison to 2017/18 is confirmed by:

    3.18.1    the increased number of total findings raised, with 126 raised in 2017/18 in comparison to 113 and 115 in 2016/17and 2015/16 respectively;

    3.18.2    the increased number of high rated findings raised with 47 raised in 2017/18 in comparison to 26 and 15 in in 2016/17 and 2015/16;

    3.18.3    the increasing trend in the percentage of open IA findings that are overdue as at 31 March (42% in 2017/18; 40% in 2016/17; 19% in 2015/16); and

    3.18.4    the 30 (11 High and 19 Medium) historic Internal Audit findings that have been reopened (dating back to 1 April 2016) where agreed management actions had not been implemented, or were implemented but not sustained.

**Internal Audit Independence**

3.19 PSIAS require that Internal Audit must be independent and internal auditors' objective in performing their work. To ensure conformance with these requirements, Internal Audit has established processes to ensure that both team and personal independence is consistently maintained and that any potential conflicts of interest are effectively managed.

3.20 We do not consider that we have faced any significant threats to our independence during 2017/18, nor do we consider that we have faced any inappropriate scope or resource limitations (for example headcount restrictions) when completing our work.

**Conformance with Public Sector Internal Audit Standards**

3.21 Internal Audit has not conformed with PSIAS requirements during 2017/18 for the following reasons:

    3.21.1 There has been insufficient follow-up of Internal Audit findings between April 2015 and October 2017 to monitor and ensure that management actions have been effectively implemented; and

    3.22.1 Long term sickness absence and recruitment challenges within the Internal Audit team has impacted completion of the two internal quality assurance reviews included in the 2017/18 Internal Audit annual plan to ensure consistency of audit quality.

3.22 We consider that these resourcing challenges have been managed to ensure sufficient and appropriate audit coverage.

**Action taken to address instances of non PSIAS conformance**

3.23 A manual follow-up process was implemented immediately following identification of the historic issue, and a new software based automated process was implemented in July 2018.

3.24    Resources were drawn down from the existing co-source arrangement with PwC to address resourcing gaps and ensure completion of the annual audit plan.

3.25    Internal quality assurance reviews will be reinstated taking effect from 1 April 2018, with two quality assurance reviews have been scheduled for completion in the 2018/19 plan year.

# 4.    Measures of success

4.1    Effective governance, risk management and internal control within the City of Edinburgh Council.

# 5.    Financial impact

5.1    No direct financial impact.

# 6.    Risk, policy, compliance, and governance impact

6.1    This report highlights that the Council is currently exposed to increased volumes of risk that puts achievement of its objectives at risk.

# 7.    Equalities impact

7.1    Not applicable.

# 8.    Sustainability impact

8.1    Not applicable.

# 9.    Consultation and engagement

9.1    Not applicable.

# 10.    Background reading/external references

10.1    Public Sector Internal Audit Standards

10.2    Lothian Pension Fund Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018 -  Item 5.2 Appendix 2

10.3    Internal Audit Report - Historic Internal Audit Findings

10.4    Internal Audit Opinion and Annual Report for the Year Ended 31 March 2017

10.5    Internal Audit Opinion and Annual Report for the Year Ended 31 March 2016

**Lesley Newdall**

Chief Internal Auditor

E-mail: lesley.newdall@edinburgh.gov.uk | Tel: 0131 469 3216

# 11. Appendices

Appendix 1    Internal Audit Annual Opinion Definitions

Appendix 2    Limitations and responsibilities of internal audit and management responsibilities

Appendix 3    Audits completed between 1 April 2017 and 31 March 2018

Appendix 4    Reviews nearing completion

Appendix 5    Status of Internal Audit Findings as at 31 March 2018

# Appendix 1 – Internal Audit Annual Opinion Definitions

The PSIAS require the provision of an annual Internal Audit opinion, but do not provide any methodology or guidance detailing how the opinion should be defined. We have adopted the approach set out below to form an opinion for Lothian Pension Fund.

We consider that there are 4 possible opinion types that could apply to the Council. These are detailed below:

| 1 Adequate | 2 Generally adequate but with enhancements required |
|---|---|
| *An adequate and appropriate control environment and governance and risk management framework I is in place enabling the risks to achieving organisation objectives to be managed* | *Areas of weakness and non-compliance in the control environment and governance and risk management framework that that may put the achievement of organisational objectives at risk* |
| **3 Significant enhancements required** | **4. Inadequate** |
| *Significant areas of weakness and non-compliance in the control environment and governance and risk management framework that puts the achievement of organisational objectives at risk* | *The framework of control and governance and risk management framework is inadequate with a substantial risk of system failure resulting in the likely failure to achieve organisational objectives.* |

Professional judgement is exercised in determining the appropriate opinion, and it should be noted that in giving an opinion, assurance provided can never be absolute.

# Appendix 2 - Limitations and responsibilities of internal audit and management responsibilities

**Limitations and responsibilities of internal audit**

The opinion is based solely on the internal audit work performed for the financial year 1 April 2017 to 31 March 2018. Work completed was based on the terms of reference agreed with management for each review. However, where other matters have come to our attention, that are considered relevant, they have been taken into account when finalising our reports and the annual opinion.

There may be additional weaknesses in the Council's control environment and governance and risk management frameworks that were not identified as they were not included in the Council's 2017/18 annual internal audit plan; were excluded from the scope of individual reviews; or were not brought to Internal Audit's attention. Consequently, management and the Committee should be aware that the opinion may have differed if these areas had been included, or brought to Internal Audit's attention.

Control environments, no matter how well designed and operated, are affected by inherent limitations. These include the possibility of poor judgment in decision-making; human error; control processes being deliberately circumvented by employees and others; management overriding controls; and the impact of unplanned events.

**Future periods**

The assessment of controls relating to the Council is for the year ended 31 March 2017. Historic evaluation of effectiveness may not be relevant to future periods due to the risk that:

- the design of controls may become inadequate because of changes in operating environment, law, regulation or other; or
- the degree of compliance with policies and procedures may deteriorate.

**Responsibilities of Management and Internal Audit**

It is Management's responsibility to develop and effective control environments and governance and risk management frameworks that are designed to prevent and detect irregularities and fraud. Internal audit work should not be regarded as a substitute for Management's responsibilities for the design and operation of these controls.

Internal Audit endeavours to plan its work so that it has a reasonable expectation of detecting significant control weaknesses and, if detected, performs additional work directed towards identification of potential fraud or other irregularities. However, internal audit procedures alone, even when performed with due professional care, do not guarantee that fraud will be detected. Consequently, internal audit reviews should not be relied upon to detect and disclose all fraud, defalcations or other irregularities that may exist.

# Appendix 3 - Audits completed between 1 April 2017 and 31 March 2018

| | No. of findings raised | | | |
|---|---|---|---|---|
| **Note that no 'Critical' rated audit findings have been raised in 2017/18** | | | | |
| **Review Title** | **High** | **Medium** | **Low** | **Totals** |
| **Council Wide** | | | | |
| Drivers | 3 | 6 | 0 | 9 |
| Phishing Resilience | 2 | 1 | 0 | 3 |
| *Cyber – External Vulnerability | 3 | 2 | 0 | 5 |
| **Totals** | **8** | **9** | **0** | **17** |
| **Safer and Stronger** | | | | |
| Short Term Homelessness Provision | 2 | 3 | 1 | 6 |
| CCTV Infrastructure | 2 | 0 | 0 | 2 |
| **Totals** | **4** | **3** | **1** | **8** |
| **Resources** | | | | |
| Asset Management Strategy | 0 | 3 | 2 | 5 |
| Edinburgh Shared Repairs | 0 | 0 | 2 | 2 |
| Treasury Controls Design | 0 | 2 | 0 | 2 |
| Starters | 2 | 1 | 0 | 3 |
| CGI Contract management | 0 | 2 | 0 | 2 |
| *IT Disaster Recovery | 1 | 0 | 0 | 1 |
| *ICT Monitoring of Contract Payments | 0 | 1 | 3 | 4 |
| **Totals** | **3** | **9** | **7** | **19** |
| **Communities and Families** | | | | |
| Foster Care Review | 1 | 2 | 1 | 4 |
| *'GIRFEC' – Named Person | 3 | 1 | 0 | 4 |
| **Totals** | **4** | **3** | **1** | **8** |
| **Strategy and Insight** | | | | |
| Project Benefits Realisation | 2 | 0 | 0 | 2 |
| Resilience | 2 | 2 | 1 | 5 |
| **Totals** | **4** | **2** | **1** | **7** |
| **Health and Social Care** | | | | |
| Care Homes | 4 | 12 | 4 | 20 |
| Social Work Centre Bank Account Reconciliations | 2 | 0 | 0 | 2 |
| EADP Contract Management | 1 | 2 | 1 | 4 |
| **Totals** | **7** | **14** | **5** | **26** |

# Appendix 3 (cont) - Audits completed between 1 April 2017 and 31 March 2018

| Review Title | No. of findings raised | | | |
| --- | --- | --- | --- | --- |
| | High | Medium | Low | Totals |
| **Place** | | | | |
| Port Facility Security Plan | 1 | 4 | 1 | 6 |
| Transfer of management dev funding | 0 | 0 | 0 | 0 |
| Planning Control - Building Standards | 5 | 0 | 0 | 5 |
| Housing Property Services Follow Up | 0 | 1 | 1 | 2 |
| Local Development Plan | 2 | 1 | 1 | 4 |
| H&S Waste and Recycling | 0 | 4 | 2 | 6 |
| **Totals** | **8** | **10** | **5** | **23** |
| **Projects** | | | | |
| Ross Bandstand | 0 | 1 | 0 | 1 |
| **Lothian Pension Fund** | | | | |
| Information Governance | 0 | 2 | 3 | 5 |
| IT Resilience and Disaster Recovery | 2 | 0 | 0 | 2 |
| Payroll Outsourcing | 1 | 0 | 1 | 2 |
| Pensions Tax | 1 | 1 | 0 | 2 |
| **Totals** | **4** | **3** | **4** | **11** |
| **Reviews referred by the EIJB Audit and Risk Committee** | | | | |
| Heath and Social Care Purchasing Budget Management | 4 | 0 | 0 | 4 |
| Review of Social Care Commissioning | 1 | 1 | 0 | 2 |
| **Totals** | **5** | **1** | **0** | **6** |
| **2017/18 Total – 32 Audits** | **47** | **55** | **24** | **126** |
| **2016/17 Total – 38 Audits** | **26** | **65** | **22** | **113** |
| **2015/16 Total – 35 Audits** | **15** | **66** | **34** | **115** |

**\* Audits carried forward from 2016/17**

# Appendix 4 – 2017/18 Reviews nearing completion

The following table shows the Internal Audit reviews from the 2017/18 Internal Audit plan that are nearing completion at the time of preparing this report.

| Service Area | Title |
|---|---|
| Resources | Customer Transformation |
| Resources / Place | St James Project |
| Place | Zero Waste Project |
| Place | Structures and Flood Prevention |
| Place | Fleet Project |

# Appendix 5 – Status of Internal Audit Findings at 31 March 2018

| Directorate / Service Area | Open Findings | Overdue Findings | | | |
|---|---|---|---|---|---|
| | | High | Medium | Low | Total |
| Communities and Families | 4 | 0 | 2 | 1 | 3 |
| Health and Social Care | 35 | 4 | 8 | 2 | 14 |
| Resources (including ICT) | 17 | 0 | 5 | 0 | 5 |
| Pensions | 6 | 0 | 8 | 5 | 13 |
| Place | 15 | 0 | 4 | 1 | 5 |
| Strategy and Insight | 6 | 0 | 0 | 1 | 1 |
| Safer and Stronger Communities | 3 | 0 | 0 | 0 | 0 |
| **Total Open and Overdue Findings** | **86** | **4** | **27** | **10** | **41** |

# Coporate Policy and Strategy Committee

**10am, Tuesday, 7 August 2018**

# The City of Edinburgh Council Performance 2017/18

| | |
|---|---|
| **Item number** | 8.1 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

This report provides a detailed overview of council performance in 2017/18 against the Council Business Plan Strategic Aims and Objectives, drawing on corporate performance indicators, Local Government Benchmarking Framework 2016/17 data, complaints analysis and wider achievements.

# Report

# The City of Edinburgh Council Performance 2017/18

## 1.    Recommendations

1.1    It is recommended that members of the Corporate Policy and Strategy Committee:

1.1.1    note this annual performance report for the 2017/18 financial year.

## 2.    Background

2.1    Following the approval of the Council Business Plan 2017-22, a revised internal performance framework was developed to monitor delivery of the Business Plan's five Strategic Aims. This sits alongside, and in addition, to the monitoring of Commitments, which was reported to the City of Edinburgh Council on 28 June 2018.

2.2    The following report provides a summary of Council performance in 2017/18 drawing on corporate indicators performance, benchmarking data, complaints analysis and wider strategic achievements.

## 3.    Main report

### Performance Framework

3.1    The Council Business Plan describes our Commitments to the city, our Strategic Aims and Outcomes, our challenges, how we'll measure success and the future of our organisation.

3.2    At the heart of the plan are five Strategic Aims:

**A Vibrant City** - we want Edinburgh to be a vibrant and thriving city with a unique heritage, leading economy and a world-renowned reputation for culture and sport.

**A City of Opportunity** - we want Edinburgh to be a city in which everyone has access to opportunities to live fulfilling lives and ensure no one is left behind.

**A Resilient City** - we want Edinburgh to be a city that is resilient with citizens that are protected and supported with access to sustainable and well-maintained facilities.

**A Forward Looking Council** - we are an organisation that collaborates effectively with our partners, focuses on prevention and ensures we are fit for the future.

**An Empowering Council** - we are a council which empowers our citizens to take action, participate and make decisions for themselves.

3.3    Within each of these five Strategic Aims are the Outcomes which we want to achieve. These are detailed in the diagram below:

| 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 |
| 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 |
| A Resilient City | Communities are safe, strong and able to cope with change | Our build and natural environment if 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 |
| 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 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 |
| An Empowering Council | A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues | We work with partners and communities to deliver services locally | We place our customers at the heart of what we do, we are responsive, accessible and fair for all | We are an open, honest, inclusive and transparent organisation |

3.4    A suite of Corporate Performance Indicators have been developed to monitor the delivery of our Strategic Aims and Objectives. These are embedded within the organisation, and regular monitoring and challenge of corporate indicators and service performance is undertaken by the Council Leadership Team and senior service management teams.

3.5    A detailed overview of our performance against the Strategic Aims and Objectives, along with our performance against each corporate indicator is detailed in this paper.

3.6    The performance framework will be reviewed annually and we will identify new and/or improved measures and targets resulting from the implementation of new service models, strategies or service improvement plans.  This annual cycle will ensure that the framework remains agile, relevant and flexible.

**Local Government Benchmarking Framework**

3.7    In addition to our own performance measures, the Local Government Benchmarking Framework (LGBF) allows us to compare our performance against other Local Authorities in Scotland. The Framework includes a suite of efficiency, output and outcome indicators that cover a wide spectrum of our services. The latest LGBF report was published in February 2018 and covers the reporting period for 2016/17. Our performance in 2016/17 for each of the LGBF indicators is detailed in Appendix One.

**Edinburgh People Survey**

3.8    In addition to benchmarking, we undertake an annual survey of Edinburgh residents aged 16 and over, The Edinburgh People Survey (EPS). We ask questions about local government services, quality of life, issues and perception of the Council. The EPS is the largest face-to-face satisfaction survey undertaken by any UK council and is been designed to give reliable results at Ward and Locality level.

## Complaints

3.9 The Council values complaints and uses the information from them to help us develop and improve our services. To ensure a coherent and strategic approach to complaints management we have established a strategic complaints function within the Information Governance Unit. The unit provides a central support and reporting role for service areas. A report providing an update on complaints management was presented to the Governance, Risk and Best Value Committee in June 2018. Included as an appendix was analysis on complaints received in 2017/18, including comparative figures for the last three years. This analysis has been repeated in this report and is detailed in Appendix Two.

## Performance Against Strategic Aims

3.10 The following sections of the report provides an overview of our performance and achievements against our Strategic Aims.

3.11 **Vibrant City - 2017/18 Corporate Indicators**
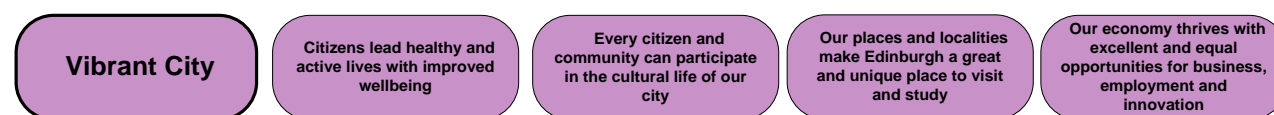
| Vibrant City | Citizens lead healthy and active lives with improved wellbeing | Every citizen and community can participate in the cultural life of our city | Our places and localities make Edinburgh a great and unique place to visit and study | Our economy thrives with excellent and equal opportunities for business, employment and innovation |

**Green** - Performance has met or exceeded the target    **Amber** - Performance has not met the target but is within tolerance

**Red** - Performance has not met the target    **Blue** - No target has been set for that period

| Monthly Measures | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | 2018 Target |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Number of people waiting in community for a package of care | 381 | 414 | 442 | 471 | 509 | 558 | 595 | 639 | 719 | 770 | 811 | 837 | n/a |
| Percentage of people choosing direct payments or individual service funds under SDS legislation | 22.9% | 27.7% | 23.8% | 19.5% | 25.5% | 28.6% | 22.7% | 21.9% | 18.6% | 27.2% | 27.9% | 27.7% | n/a |
| Number of people who have received a carers' assessment | 34 | 61 | 46 | 29 | 31 | 27 | 54 | 57 | 40 | 77 | 70 | 70 | n/a |
| Late discharge from hospital | 183 | 168 | 187 | 161 | 173 | 175 | 159 | 171 | 157 | 219 | 227 | 267 | 50 |
| Balance of care for adults – local measure (18+) | 56.9% | 57.2% | 57.3% | 57.3% | 57.4% | 57.5% | 57.8% | 57.5% | 57.7% | 57.1% | 57.1% | 57.3% | 59% |

| Quarterly Measures | Q1 17/18 | Q2 17/18 | Q3 17/18 | Q4 17/18 | 17/18 Target |
|---|---|---|---|---|---|
| Substance misuse: timely treatment | 85% | 84% | 81% | 86% | 90% |

| Annual Measures | 2015/16 | 2016/17 | 2017/18 | 17/18 Target |
|---|---|---|---|---|
| Proportion of business rates (NDR) collected | 97.3% | 95.9% | 96.8% | 97% |
| Museums and Galleries total annual attendances | 853,784 | 720,003 | 624,323 | 750,000 |
| Number of young people participating in music, arts, cultural and creative learning activities | New indicator from 16/17 | 24,071 | Available Sept 18 | n/a |
| Number of young people participating in sport, physical activity and outdoor learning | New indicator from 16/17 | 22,431 | Available Sept 18 | n/a |

*Performance for some of the indicators is not yet available due to different timescales for data collection and reporting.*

*Not all indicators have historic data*

| 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 |
|---|---|---|---|---|
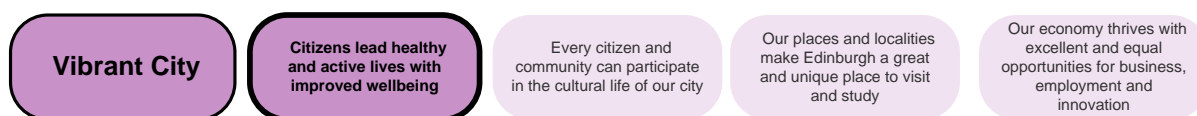
3.12 The Edinburgh Health and Social Care Partnership (EHSCP) was established in 2016. It brings together the strategic planning and operational oversight of a range of adult social care services, previously managed by the Council, with a number of NHS Lothian community health and hospital based services. The Integrated Joint Board (IJB) is the Public Body, established at the same time. This Board controls the integrated budget for community health and social care delegated to it by the NHS and Council and makes decisions regarding use of resources and strategically plans integrated services which are than managed and delivered by the Edinburgh Health and Social Care Partnership.

3.13 The Partnership has now established Locality working with:

o a single Hub team focused on avoiding hospital admission, supporting timely discharge and supporting people to live as independently as possible;

o two Cluster teams aligned to a GP cluster with a focus on providing longer term care and support; and

o a mental health and substance misuse team.

3.14 The number of people waiting in the community for a package of care rose during 2017/18, from 381 in April 2017 to 837 in March 2018. Although the number of people whose discharge from hospital was delayed had reduced towards the end of 2017, there was a significant increase in the first three months of 2018, with 267 people being delayed in March 2018 compared to 183 people in April 2017.

3.15 To address these pressures, one off funding was provided in 2017/18 to fund more care home places. However, despite the additional investment, the ability of the social care providers within the care at home market to expand to meet the demand continues to be compromised by the wider market climate within social care. There remains a limit to the ability of the residential and Care at Home sectors within the

current contract to expand to meet the growing demand, and the gap continues to widen.

3.16 This reality clearly suggests that investment in the existing paradigm of delivery will not yield the level of returns required to reduce existing legacy levels and constrain future growth of demand. This indicates a more radical whole-systems approach is required to ensure that the Partnership optimise community care and support capacity through new and innovative models of market shaping and social care commissioning, alongside new approaches to the impact the locality-based models can have. For example, the Localities need to be focusing in on wider partnership, community and citizen-level approaches to condition self-management, personal investment in health and wellbeing, community capacity and alternatives to hospital-based clinical care. This renewed focus is squarely targeted at constraining the growth of expectation and usage to more realistic levels.

3.17 In relation to reducing the levels of individuals awaiting assessments, the Partnership recently established a temporary team to assist in reducing the assessment waiting list using a person-centred and assets based approach and commenced a wide scale programme of process redesign work to ensure key business processes are lean and effective and make best use of available resources. However, as the report indicates, the number awaiting assessments continued to rise significantly.

3.18 There is a recognition that there is a degree of correlation between the increased pressures on waiting lists for assessment and the embedding of the new locality model of delivery. Inconsistencies of approach have developed across the four locality models, and the delegation of resources into sectors of the assessment process, including the Hub teams, have also been inconsistent, and therefore not had the hoped-for effect on the position by his stage. This is being reviewed with the intention to re-prioritise the impact of the Hub service, and to ensure that it is at the correct proportions to maximise the throughput of assessments.

3.19 In anticipation of the new Carers (Scotland) Act, to be implemented in 2018, the profile of carer assessments and the support available for carers has increased. This has resulted in an increasing number of carers' assessments being undertaken. Work will continue in 2018/19 to implement the Act, which will see a new assessment tool being piloted in the North West Locality.

3.20 Progress on shifting 'the balance of care' from acute/ institutional to community based settings, has remained relatively static over 2017/18.

3.21 We have seen an increase, from 22.9% in April 2017 to 27.7% in March 2018, in the proportion of people choosing to manage their care via self-directive support Direct Payment or an Individual Service Fund.

| **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 |
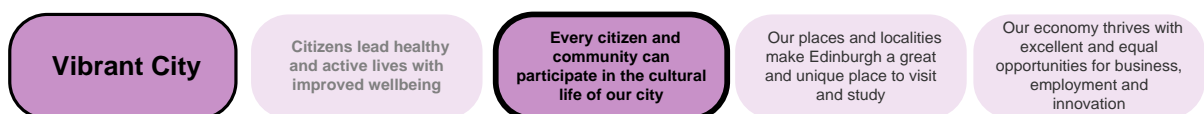
3.22 Visitor numbers to the Council's museums and galleries declined by 13% in 2017/18. This reduction coincided with the five-month closure for refurbishment of the Museum

of Childhood and a change in opening hours to six museums who moved from a six and seven day a week operation to five-day opening in October 2016.

3.23 We undertook a review in October 2017 which highlighted that the new hours were having a negative impact on visitor numbers, income and visitor experience. As a result, a one year pilot of increasing opening hours from five days a week to seven days a week throughout the year commenced in June 2018.

3.24 Balancing the needs of residents and visitors is vital to furthering Edinburgh's success as a city that provides a high quality of life for residents, whilst offering a unique visitor experience. Satisfaction with museums and galleries remains amongst the highest in Scotland, 89.7% of adults in 2016/17 satisfied compare to the Scottish average of 72% (Benchmarking data – LGBF, 2016/17).

3.25 Participation in cultural activities, as measured by the 2017 Edinburgh People's Survey was also high. Two thirds (67%) of respondents had attended a festival in the last 2 years, (an increase from 62% in 2016), and 79% had attended a cultural event or venue in the last year – also an increase from 71% last year.

3.26 To stimulate artistic and cultural events across the length and breadth of the Capital, we introduced a pilot one-off 'Local Events Fund' in 2017/18 to inspire audiences and artists who might otherwise not have the chance to participate in cultural ventures to take up the artistic challenge. Sixteen applications received support: four in the North East Locality; four in the North West; five in the South East; and three in South West. The full value of the Fund was awarded.

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|---|---|---|---|---|

3.27 We work flexibly with creative learning partners such as arts organisations, artists, festivals and teachers to strategically develop and grow relationships between schools and organisations. This includes advising organisations on their learning offers, shaping partnership projects to ensure the best outcomes for all are achieved and delivering professional learning on creative learning and teaching approaches.

3.28 Our Instrumental Music Service (IMS) is the largest in Scotland and we are one of a small number of authorities who do not charge for the service, providing pupils across the city the opportunity to learn instrumental music, necessary to impact on wider achievement and music attainment in secondary school. In the last academic session 2016/17, 5,089 pupils were taught through IMS which is around 11% of the eligible school roll (P4 – S6).

3.29 The Youth Music Initiative (YMI), funded by Scottish Government via Creative Scotland, is now in its 15th year. In 2016/17, Edinburgh's YMI continued to develop and strengthen, with 14,733 pupils benefited from the extensive programme which has no cost to families.

3.30 We support children, young people and adults to engage in sport and physical activity both in schools and in community settings. The number of distinct participants taking part in Active Schools clubs in 2016/17 (the most recent academic session) rose to

38% of the school roll, an increase of 6% from the previous year, underlining the significant impact the programme is having on young people. This equates to 17,878 pupils getting active through Active Schools, (12,163 primary; 4598 secondary) and in total 59 different sports and activities took place across the city.

3.31 Active Schools are currently working with 1200 volunteers who either lead or assist in the delivery of the activities and this figure includes over 400 senior pupils. There are 120 local community clubs who work in partnership with Active Schools in Edinburgh developing and supporting sustainable pathways from school to club.

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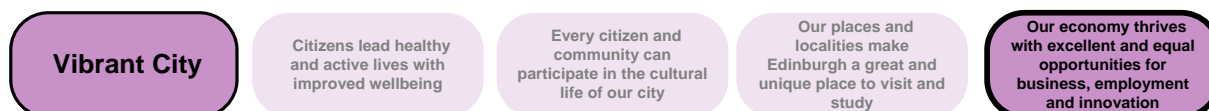
3.32 Over the next three years, Edinburgh is expected to grow more quickly than the Scottish average and that of other Scottish cities. Edinburgh remains one of the strongest local economies in the UK.  Even here, however, there are challenges - output per capita remains 8% below the pre-recession peak in 2015, and has shown little real terms change over the past 5 years.

3.33 By contrast, jobs growth has been strong, with growth rates well ahead of Scottish and UK trends. Edinburgh's economy had 334,000 people in employment in 2016 which equated to 13% of all jobs in Scotland.  Overall, Edinburgh's economy added 34,000 jobs since mid 2010.

3.34 In 2017/18 there were over 3,300 clients supported through the Council's funded or operated employability activities. Around 34% of these were aged between 16 and 24 years old.

3.35 Unemployment in Edinburgh was 2.4% in 2017, substantially lower than the rest of Scotland at 4.1%, and the UK at 4.5%. The Edinburgh labour market retains a relatively high wage, high productivity, high skilled workforce.  In 2016, 56% of residents are educated to NVQ4 and above, with wages 8% above the Scottish average.

3.36 Despite this, there are skills gaps in key sectors with 32% of employers with vacancies reporting difficulties in finding appropriately skilled applicants. There has also been slow wage growth among average earners, which remain below pre-recession levels in real terms, and very slow growth for the low-paid. An estimated 19% of Edinburgh residents earn below the living wage.

3.37 Driving much of this strength in the labour market is the growth of new firms. The city retains a strong entrepreneurial culture with a high business birth rate and positive attitudes to entrepreneurship. Performance on inward investment remains strong, Edinburgh accounts for 25% of all Scottish Foreign Direct Investment (FDI) projects. Edinburgh Council promotes the city as an investment location across the city's key business sectors. This forms part of a collaborative effort aimed at attracting inward FDI. This involves international companies locating to the city, providing a continued churn of jobs for the highly skilled and productive workforce.

3.38 Although marginally below target, the proportion of business rates (NDR) collected by the Council in 2017/18 improved by 0.91% on the previous year, despite the Scotland-

wide revaluation of business rates resulting in significant changes in the amounts due for many customers. The Council is continuing to support customers through this period of change.

3.39 Through the City of Edinburgh Council's Business Gateway activity, over 1,000 start-up businesses received support over 2017/18. The Service has also provided bespoke advisor support to over 150 high growth potential businesses in Edinburgh over the same period.

3.40 The Economy Strategy seeks to maintain that strength by inclusion. All aspects of our strategy are designed to focus on improving inclusion. This means that we aim to ensure all citizens benefit from the city's growth and reduce poverty and inequality. This is a strategy that will address poverty by delivering new ways to deliver benefits to households living in poverty, raise incomes and address the cost of living for vulnerable households.

3.41 The outlook for Edinburgh is enhanced by the improvements included in the Edinburgh and South East Scotland City Region Deal, which commits £1.3bn of investment across the region over the next 15 years.

3.42 **A City of Opportunity - 2017/18 Corporate Indicators**

| **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 |

**Green** – Performance has met or exceeded the target          **Amber** - Performance has not met the target but is within tolerance

**Red** - Performance has not met the target          **Blue** - No target has been set for that period

| Monthly Measures | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | 2018 Target |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Days to process new benefit claims | 25.78 | 26.70 | 25.96 | 27.66 | 27.72 | 30.34 | 32.64 | 33.70 | 32.12 | 38.86 | 33.90 | 35.54 | 28.00 |
| Days to process benefit Change of Circumstances | 6.29 | 6.22 | 6.31 | 6.72 | 7.86 | 8.25 | 8.84 | 9.39 | 10.47 | 8.46 | 7.26 | 4.50 | 10.00 |
| Asset Management works capital expenditure | £324k | £891k | £1.4m | £1.63m | £4.54m | £5.4m | £4.59m | £5.67m | £8.19m | £8.89m | £9.82m | £11,27m | £11.39m |
| Average homelessness case length | 264 | 273 | 270 | 290 | 286 | 269 | 310 | 320 | 301 | 313 | 329 | 327 | 200 |
| Customer interaction with Library Services | 547,786 | 591,718 | 569,508 | 540,122 | 607,791 | 579,607 | 662,719 | 616,668 | 505,177 | 618,779 | 579,668 | 615,599 | n/a |
| Number of Looked After Children (rate per 1,000) | 15.9 | 15.7 | 15.6 | 15.6 | 15.7 | 15.5 | 15.6 | 15.6 | 15.8 | 15.7 | 15.6 | 15.5 | 15.5 |
| Placements with Council foster carers | 64.6% | 65.0% | 64.3% | 63.2% | 64.5% | 63.9% | 63.8% | 63.9% | 63.6% | 63.4% | 62.7% | 63.2% | 66.0% |
| Percentage of Primary pupils with low attendance | | | New reporting mechanism introduced in February 2018 | | | | | | | | 6.7% | 7.2% | 6.3% |
| Percentage of Secondary pupils with low attendance | | | New reporting mechanism introduced in February 2018 | | | | | | | | 14.2% | 14.7% | 14.1% |

| Annual Measures | 2015/16 | 2016/17 | 2017/18 | 2017/18 Target |
|---|---|---|---|---|
| **Approvals of new affordable homes for the year** | 1,167 | 1,308 | 1,475 | 1,500 |
| **Percentage of Primary 1 pupils achieving CfE Early Level Reading** | 82% | 82% | Available Sept 18 | 85.0% |
| **Percentage of all leavers achieving Literacy and Numeracy Level 5** | 62% | 64.6% | Available Feb 19 | 65.0% |
| **Percentage of all leavers achieving 5 or more awards at SCQF Level 6 or higher** | 35% | 35.5% | Available Feb 19 | 35.3% |
| **Percentage of all leavers from deprived areas achieving 5 or more awards at SCQF Level 5 or higher** | 39% | 40.7% | Available Feb 19 | 41.0% |
| **Percentage of all school leavers in positive initial destination** | 94% | 92.5% | Available Nov 18 | 94.0% |
| **Percentage of Early Years settings providing 1140 hours of funded Early Learning & Childcare** | 1140 hours only applicable from 2017/18 | | 29% | 25.0% |
| **Percentage of Primary Schools operating above 80% capacity** | New indicator from 2016/1 | 69% | 77% | 70.0% |
| **Percentage of Secondary Schools operating above 80% capacity** | New indicator from 2016/17 | 61% | 70% | 65.0% |
| **Number of adults achieving personal learning goals through participation in targeted education programmes** | New indicator from 2016/17 | 2,500 | Available Sept 18 | n/a |
| **Percentage of children allocated to the Disability team that have a Self Directed Support package** | New indicator from 2016/17 | 53% | Available Sept 18 | n/a |

*Performance for some of the indicators is not yet available due to different timescales for data collection and reporting.*

*Not all indicators have historic data.*

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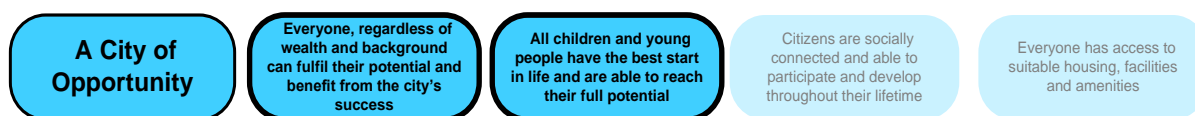
3.43 Education measures and indicators are aligned to academic years, as such, the most recent data available relates to 2016/17.

3.44 Communities and Families work with partners across the city through the Edinburgh Children's Partnership to ensure children have the best start in life and achieve their potential. The Children's Services Plan, developed in 2017, sets out our vision of how this will be achieved.

3.45 A key priority of the City of Edinburgh Council's Schools and Lifelong Learning Service is to narrow the attainment gap between those living in our most and least deprived communities. The Council is committed to ensuring everyone, regardless of wealth and background, fulfil their potential and benefit from the city's success.

3.46 The percentage of pupils from deprived areas achieving 5 or more awards at SCQF Level 5 has risen each year since 2011 and was 40.7%, in the academic year 2016/17, falling just short of the 41% target.

3.47 We monitor and track the attendance of all primary and secondary school pupils. This is recorded locally at each school on a daily basis and is monitored centrally on a monthly basis as 'the percentage of pupils with an attendance of less than 85%'. Attendance statistics are shared with individual headteachers who use the data in discussions with staff and at child planning meetings to ensure that all appropriate supports measures are in place.

3.48 In the period February to March 2018, we did not achieve our primary and secondary school attendance targets. This is partially explained by the increase in unauthorised absences around the Easter holiday period. In March 2018, 7.2% of primary pupil recorded low attendance (<85% attendance), against a target of 6.3% and 14.7% secondary pupils recorded low attendance, against a target of 14.1%. This is a new indicator for 2017/18 which we applied from February 2018. It was felt to be more representative than the previous indicator, which measured the overall pupil attendance rate. Benchmarking data for the overall attendance rate (LGBF, 2017/16) puts us above the Scotland average of 93.3% with an attendance rate of 93.9%.

3.49 Adults satisfaction with schools is captured both at national and a local level. Benchmarking data (LGBF 2016/17) highlights that satisfaction, as recorded by the Scottish Household Survey has dropped to 62.7%, the lowest in Scotland. As improved parental engagement is a key driver for raising attainment, we have been undertaking service planning to develop clear strategic guidance to support schools. As part of this development, we are consulting and capturing best practice from the third sector, school leaders and parents. Work is ongoing to embed this within school improvement planning.

3.50 Good progress continues to be made in efforts to shift the balance of care towards preventative services that safely reduce the need for children to come into care. The Looked After Children transformation programme, a five year programme which commenced in 2013, has allowed more children to be supported to remain the community with their families. Despite a rising child population and increases in Unaccompanied Asylum-Seeking Children, the number and rate of Looked After Children per 1000 population has reduced.

3.51 We have made significant progress to increase in-house foster care capacity through increased recruitment activity and by providing housing adaptations for existing carers to increase the number of placements they can support. Over the 5 years, the national position has seen a reduction in the percentage of council provided foster placements from 75% to 67%. Over the same period, Edinburgh's position has improved from 55% to 63%, with the gap to the national position reducing from 20% to 4%. Should this trend continue, Edinburgh's performance will be in line with the national position in the coming year.

3.52 We are developing a new strategy to continue to reduce the need for children to become Looked After. This will address current pressures which include: rising child population, the implications of implementing Self Directed Support and the Children & Young People (Scotland) Act 2014 and increases in Unaccompanied Asylum Seeking Children.

3.53 To deliver the Scottish Government's commitment to increase funded nursery hours to 1140 to all eligible 2, 3 and 4 year olds by August 2020, we began a phased expansion plan in August 2017. Twenty-five local authority settings now offer 1,140 hours to eligible 2, 3 and 4 year olds and approximately 11,000 children have access to the increased hours.

3.54 The popularity of the additional hours has led to an increase in demand at settings where there has previously been a low uptake of places. Criteria for identifying settings and allocating places has been adopted to ensure the provision of the additional hours is accessed by those who will benefit the most. Phase 2 of the planned expansion will begin in August 2018. In addition to the Phase 1 settings, a further twenty-one council settings are being considered to provide additional hours from August.

3.55 The Council works proactively with a wide range or partners to assist young people enter a positive destination (further education, employment and training or voluntary work) upon leaving school. In 2016/17, 92.5% of pupils entered a positive destination. After four years of increases, this is a drop in the percentage achieving positive destinations and is below the Scotland average of 93.7% (benchmarking data, LGBF 2016/17).

3.56 To identify actions to address this, we have undertaken focus visits to secondary schools to identify good practice and areas for improvement. Findings include:

- a need for better engagement with children (from as early as P4) via transition programmes, to build strong links with the secondary school;

- the importance of effective tracking of young people's career aspirations and their progress towards meeting any entry requirements; and

- the need for effective communication with further education providers, to identify and support young people who drop out of college courses.

3.57 These will be shared with all senior leaders and our Developing the Young Workforce Strategic Plan will be reviewed to reflect the actions that require to be taken to improve the number of school leavers entering a positive destination.

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|---|---|---|---|---|

3.58 The number of adults achieving their personal learning goals in targeted education programmes was maintained in 2016/17. Around 3,300 adults participated in literacy, numeracy and ESOL (English as a Second Language) and 260 adults and children from Syrian Resettlement Programme participated in ESOL and Family Learning programmes to develop English language and communication skills and support community integration.

3.59 Whilst numbers of adults participating in literacy and numeracy services were down in 2016/17, due to 33% reduction in adult learning staff, Lifelong Learning have been taking steps to reverse this trend through internal joint working initiatives and consultation with Community Learning and Development (CLD) partners. External funding for ESOL and Family Learning has helped to maintain target numbers. Syrian families attending ESOL classes, as part of the Home Office Resettlement Programme, continue to demonstrate good progress and maintain 83% attendance in classes. The CLD- ESOL offer to 260 adults and families was highlighted as an exemplar within the recent CLD Inspection from Education Scotland and received positive feedback during recent visits from Home Office and COSLA.

3.60 Lifelong Learning maintained 90% of its ESOL programme, delivering English language support to 861 adults with CLD partners. Community guidance and integration events continue to attract a further 900 adults and children per annum.

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|---|---|---|---|---|

3.61 The Council processed 17,500 claims for new benefit last year. In the period April to August 2017, it took on average 27 days for us to process new claims. This was an improvement on the previous year and better than the target of 28 days.

3.62 Following a Scottish Public Service Ombudsman (SPSO) recommendation in August 2017 that suspended claims should be notified as soon as action is taken, additional resources were required to be allocated to address this. This meant that maintaining new benefit claims processing performance during the remainder of 2017/18 was challenging, and performance declined to an average of 34 days in the period September 2017 to March 2018.

3.63 As a result of this, we have investigated ways to improve performance and worked with the Department for Work and Pensions (DWP) Performance Review Team to explore best practice opportunities. Improvement activities we have implemented include a new process of intervention to contact citizens for the necessary evidence immediately upon receipt of a claim, as well as identifying claims requiring no additional information. This has helped reduce the overall time from claim submission to final processing, and prevents claims being revisiting when only partial evidence has been submitted. The service now has access to HMRC live data for the Verification of Earnings and Pensions (VEP), reducing the need for some citizens to provide evidence of their earnings, and allowing for quicker processing by reducing the time to wait for the request and return of information.

3.64 In addition, the removal of paper claims in favour of an online application, will reduce the time for the processing of a benefit claim and reduce the risk of manual errors. The launch of an evidence portal, where citizens can upload images of their supporting evidence will be available soon, and citizens will be prompted to submit this at the end of the online claim.

3.65 The Customer Manager for this area holds regular calls with staff from DWP to discuss current working practices. Early indications for 2018/19 show that these improvements are translating into a reduction in our processing time and, whilst the target of 28 days remains challenging, the Council is confident that this can be achieved.

3.66 Whilst we experienced some challenges in the processing time for new benefits claims last year, the Council achieved significant improvement in the time taken to process benefit change of circumstances. Processing time improved from an average of 6.29 days in April 2017 to 4.5 days in March 2018.

3.67 The Council has a statutory duty to provide temporary accommodation for anyone who presents and is assessed as homeless and requires it until an offer of settled housing is made. The Council are continuing to develop services so that early intervention and

prevention opportunities are maximised to ensure that, wherever possible, the need to present as homeless and access temporary accommodation are avoided.

3.68 In 2017/18, we rolled out a new Locality based service model focused on increasing prevention activity, with homelessness services now integrated with Locality based linked services, such as Family and Household Support, Housing Management team and Social Work services. We are currently developing a Locality model for our Advice Services which will provide further opportunity for integration and early intervention and the support to deliver more comprehensive housing options interviews at the point of contact with vulnerable service users.

3.69 Homelessness presentations continue to fall year on year in the city, due to our increased focus on prevention and early intervention from the Council and its partners. In 2017/18, 3,102 households presented as homeless, down from the peak of 5,517 in 2006/7. During the same period, the average homelessness case length increased from 109 days to 303 days, due to a lack of affordable housing options, the removal of non-priority status and a growing population, despite the delivery of 8,565 affordable homes in the city during that same period.

3.70 The Council acknowledges that addressing these pressures requires a city-wide partnership approach to ensure that sustainable solutions are found, and established a cross party Homelessness Task Force in November 2017 to investigate the homelessness problem in the city. Included in their recommendations is a review of the use of bed and breakfast premises and the exploration of alternatives that better meet the needs of individuals and families.

3.71 Edinburgh continues to be a pressured housing market, with high housing costs and high need and demand for affordable housing. The city is also growing, with the population projected to increase by 8%, between 2016 and 2026, more than twice the Scottish average (National Records of Scotland, March 2018).

3.72 Social rented homes account for 14% of the housing stock in Edinburgh, compared to the Scottish average of 23%. There are currently over 21,000 households registered on the common housing register for social housing in Edinburgh. In 2017/18 an average of 191 bids were received for every social rented home advertised.

3.73 Social rented homes are let to those in the highest levels of housing need. This includes homeless people, people unable to manage in their existing homes or unable to return to their existing homes from hospital and people who are living in homes that do not meet their needs, such as overcrowded households. During 2017/18, the Council and RSL partners let 1,323 homes to homeless households, from a total of 2,348 lets.

3.74 The EdIndex partnership have committed to providing an additional 275 homes through the choice based lettings system, over the period 1 April 2018 to 30 September 2019. These properties will be allocated to homeless households who successfully bid for properties, many of which will be families currently occupying temporary accommodation.

3.75 The Council, in partnership with housing associations, has accelerated the affordable housing programme to support the delivery of 20,000 affordable homes over ten years, with 1,500 homes approved for social rent, mid-market rent and low-cost home ownership in 2017/18. This is a 20% increase on the average over the last five years and is due to work that has taken place over a number of years to acquire sites, develop new investment models and deliver cost efficiencies. The Council secured an additional £9.3 million in grant funding in 2017/18 to bring forward sites for development. Council officers continue to work with the Scottish Government to secure additional resources for future years.

3.76 The affordable housing programme includes the £11.5 million housing development at Edinburgh's Leith Fort, a joint project between the Council and Port of Leith Housing Association. The 94 new homes, which were completed in December 2017, have been modelled on the Edinburgh colonies concept and are a mix of one, two, three and four-bedroom homes. 62 of the properties are owned by the housing association for mid-market rent, with 32 units owned by the City of Edinburgh Council for social rent.

3.77 This acclaimed development has won several prestigious awards across the housing sector, including the coveted Saltire Medal and the Multiple Dwellings Award category at this year's Saltire Housing Design Awards, a Royal Incorporation of Architects in Scotland (RIAS) Award and the Homes for Scotland Affordable Housing Development of the Year 2018. The development has been praised for its sustainable design, the energy efficiency of the homes and the large part the community played in taking forward the proposals.

3.78 **A Resilient City - 2017/18 Corporate Indicators**
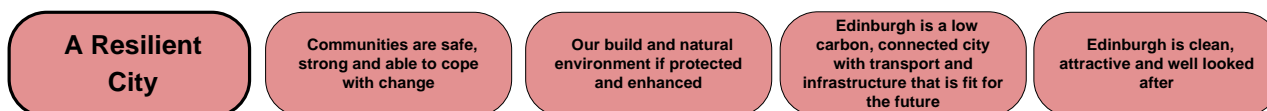
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**Red** - Performance has not met the target   **Blue** - No target has been set for that period

| Monthly Measures | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | 2018 Target |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Completed criminal justice orders | 71.4% | 70.6% | 70.2% | 59.7% | 63.7% | 68.3% | 65.2% | 66.0% | 67.2% | 66.0% | 62.6% | 72.8% | 65% |
| % of emergency road defects made safe within 24 hours | 49% | 48% | 40% | 50% | 56% | 68% | 55% | 35% | 80% | 51% | 60% | 43% | 90% |

| Quarterly Measures | Q1 15/16 | Q2 15/16 | Q3 15/16 | Q4 15/16 | Q1 16/17 | Q2 16/17 | Q3 16/17 | Q4 16/17 | Q1 17/18 | Q2 17/18 | Q3 17/18 | Q4 17/18 | 2017/18 Target |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Re-offending: sexual or violent crimes | 0 | 2 | 0 | 0 | 0 | 0 | 1 | 0 | 4 | 3 | 2 | Available Sept 18 | 0 |

| Annual Measures | 2015/16 | 2016/17 | 2017/18 | 2017/18 Target |
|---|---|---|---|---|
| % of Waste recycled | 42% | 43% | 42.6% | n/a |
| Individual domestic missed bin service requests | 40,950 | 28,368 | 22,853 | n/a |
| Communal domestic missed bin service request | 11,905 | 19,354 | 15,155 | n/a |
| Road condition index | 35% | 35% | 36% | 36% |
| Percentage of streets clean (LEAMS) | 90.1% | 92.4% | 88.7% | 95% |

*Performance for some of the indicators is not yet available due to different timescales for data collection and reporting*

*Not all indicators have historic data.*

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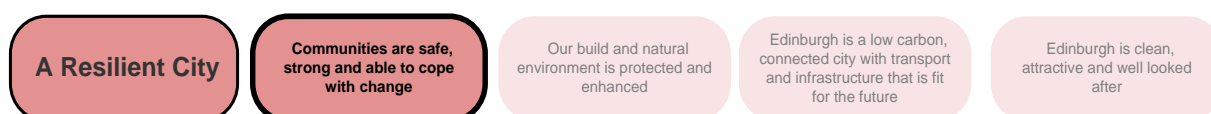
3.79 The number of criminal justice orders completed in time remains above target. This demonstrates an increased commitment to supporting offenders to successfully complete their orders. Underpinning this is the Edinburgh Community Justice Outcomes Improvement Plan 2017/18, which identifies priority areas for improvement. The Plan focuses on improving access to services such as health and wellbeing, welfare, housing and employability, all of which help prevent and reduce offending.

3.80 As a member of the Edinburgh Community Safety Partnership, the Council is committed to reducing the use of short-term custodial sentences by developing the services outlined in the 2017-18 Community Justice Outcome Improvement Plan (CJOIP), which enable early intervention when difficulties are identified, have a focus on prevention, and, when people are convicted, have a clear focus on the prevention of re-offending. An important part of this strategy has been to develop credible community-based alternatives to custody that have the support of the courts and local communities.

3.81 Clients/offenders/service users engaging with and completing Community Payback Orders have been shown to have a lower likelihood of re-offending. In addition, exit surveys conducted with offenders highlighted further positive outcomes in areas including reductions in alcohol and drug use; uptake of employment and training; improved relationships and stable accommodation.

3.82 The City of Edinburgh Council's move to a more locality-focused model in 2016 is reflected in community justice and related services' strong locality focus. Each locality has produced a Locality Improvement Plan and the Community Justice related outcomes will be aligned with those in the CJOIP. The localities each have a multi-agency community improvement partnership, responding to local expressed need, where priorities are set and aligned to this Plan. City-wide issues, such as motor cycle crime, begging, or hate crime have bespoke community improvement partnerships.

3.83 A communications framework has been developed to build relationships with key audiences regarding the positive contribution of the Multi-Agency Public Protection Arrangements (MAPPA). This framework is reflected in the Scottish Government's draft public consultation strategy on offender management. The framework has been translated into an action plan for Edinburgh, which focuses on raising awareness among the inter-agency workforce.

3.84 In Scotland, MAPPA brings together Police Scotland, Scottish Prison Service (SPS), Health and Local Authorities in partnership as the Responsible Authorities, to assess and manage the risk posed for violent and sexual offenders who pose a potential risk of harm by reason of their conviction. Where re-offending does occur the management of the case is scrutinised and reported to the Offender Management Committee to ensure that any lessons learned can be applied to future cases.

| **A Resilient City** | Communities are safe, strong and able to cope with change | **Our build 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** |
| --- | --- | --- | --- | --- |
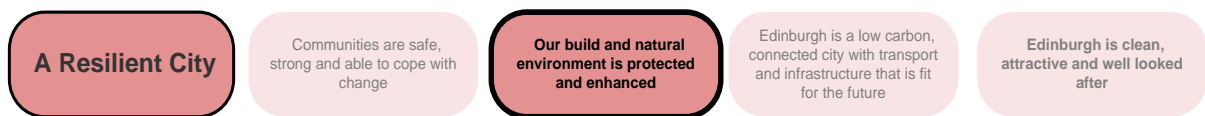
3.85 In response to low levels of resident satisfaction rates with our Waste and Cleansing Service, we have developed and delivered an action plan of improvements. The majority of these have been completed and we have seen a measurable improvement in performance within the service.

3.86 Satisfaction with refuse collection has increased from 62% in 2016 to 69% (Edinburgh Peoples Survey) and the number of bins that are reported as 'missed bins' have reduced by 19% compared to the previous year. In addition, the number of service requests that were subsequently required to be managed via the Council's formal complaints process reduced from 10,437 in 2016/17 to 2,788 in 2017/18, a reduction of 73% (Appendix 3). Further waste service improvements are planned over the 2018/19 period.

3.87 Recycling rates have increased year on year, up from 24.5% in 2006/07. Last year the recycling rate plateaued, and our overall recycling rate in 2017/18 was 42.6%. We saw marginal gains in some waste materials, but these were offset by reductions in others, notably garden waste and glass. This performance is reflected across Scotland, with some Councils reporting modest increases and others reporting reductions in performance, but overall recycling performance has broadly stabilised.

3.88 The percentage of streets assessed as being clean by Keep Scotland Beautiful has declined this year, from 92.4% in 2016/17 to 88.7% in 2017/18. Actions have been identified in the Cleansing Improvement Plan which will assist in improving this measure, along with an allocation of an additional £1M funding for cleansing operations in 2018/19. Improvements in cleanliness will be achieved by reviewing operational boundaries of each cleansing depot and moving away from current reliance on large sweepers and crew vans towards smaller mechanical sweepers and increased barrow beats. Litter bin frequencies and existing sweeping (both manual and mechanical) routes are currently being reviewed.

3.89 An awareness campaign to tackle litter, fly tipping, trade waste abuse and dog fouling was successfully rolled out as part of the waste improvement plan. The 'Our Edinburgh'

campaign was well received by the public and saw positive results, including a 50% increase in litter being put in bins, and helped to reduce the number of street cleansing enquiries. Following the campaigns success, a toolkit has been rolled out to Localities to enable them to run localised and targeted campaigns. The toolkit is now a key resource for Localities and is starting to have an impact on behaviours in locality areas.

3.90 We are continuing our programme of significant investment to ensure a modern and efficient waste service. In April 2017, we opened a new, £9m depot at Seafield to serve the east of the city. The new depot is a significant improvement on existing facilities and has provided a single base for waste collection and street cleansing staff. The depot has been built to prioritise the health and safety of employees and to provide better shelter for vehicles, which will extend life expectancy and enhance day-to-day reliability. Productivity has increased, as the new depot provides a tipping facility at the end of shifts, which previously was undertaken off site.

3.91 Construction of a similar deport at Bankhead, Sighthill, to service the west of the city is underway and will be complete in 2018. Our investment in improving transport links for the transfer of waste will boost service efficiency and, in turn, customer satisfaction.

3.92 Both Seafield and Bankhead depots will serve a state-of-the-art energy-from-waste plant for Edinburgh and Midlothian, located at Millerhill. The Millerhill plant, due to be completed in 2019, sits alongside a new food waste treatment plant, and will help drive down the amount of waste sent to landfill.

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|---|---|---|---|---|
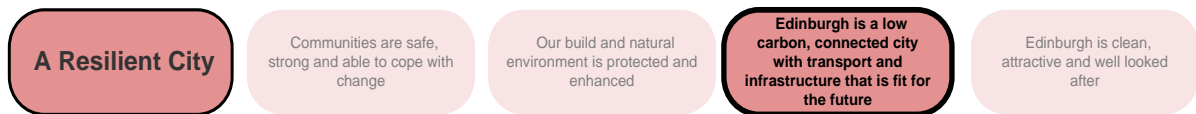
3.93 The condition of Edinburgh's roads is independently assessed annually and each council is provided with a Road Condition Index (RCI) which identifies the percentage of roads in need of maintenance. Edinburgh's Road Condition Index has improved from 42.3% in 2005/6 to 36.4% in 2016-18. Whilst our Road Condition Index (RCI) demonstrates that the standard of our roads is better than the Scottish average, the latest figure is a deterioration from the previous 2015-17 figure of 34.6%.

3.94 The Council recognises that the Roads Service should be performing better and that performance in making safe emergency road defects was significantly below the target of 90%, with on average, 53% of emergency defects being repaired within 24 hours. Public satisfaction with Edinburgh's roads and pavements, measured by the Edinburgh Peoples Survey is currently 51%.

3.95 In August 2017, the Council's Transport and Environment Committee approved an improvement plan to address a number of the issues affecting service performance. This included improvements in our approach to inspecting and repairing road defects. As a result, a training programme for Inspectors has been implemented, to ensure defects are categorised correctly and that detailed information on the nature of the defect is being provided.

3.96 The number of road defects that are being categorised as a Category 1 defect is reducing as a result of this training, which is positive. However, there is still work to do

in improving the percentage of Category 1 defects made safe/repaired within 24 hours. In addition, work is being undertaken to ensure that our current process for recording performance in this area is consistent with other local authorities.

3.97 There are a number of major projects under development across the city to promote more active forms of travel. Work continues on the City Centre West to East Link, the highest priority project in the Active Travel Action Plan. The link will connect many cycle and walking routes in the city's western and northern suburbs to and through the city centre. Funding has also been secured for a further two major projects, the West Edinburgh Active Travel Network and the Meadows to George Street link.

3.98 As part of the Council's commitment to improving cycling facilities and promoting active travel, we have increased the level of the transport budget spent on cycling to 10% in 2018/19.

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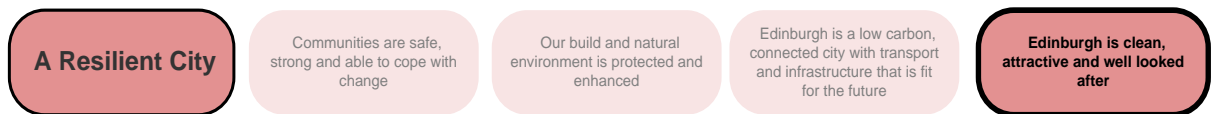
3.99 Edinburgh values its reputation as one of the most beautiful cities in Europe, renowned for its setting, history and built heritage and we acknowledge that ensuring our parks and greenspaces are clean, safe, colourful and diverse are integral to this. Using the Green Flag judging criteria, all of Edinburgh's parks are assessed on an annual basis and a Parks Quality Score is produced for each site. These scores are compared to the Edinburgh Minimum Standard which has been developed to benchmark our parks and record how they are improving.

3.100 We have seen a steady improvement year on year against this minimum benchmark of quality for each park with classification improving from 92% in 2013 to 97% in 2017. In 2017, 135 parks across the city met the Edinburgh Minimum Standard, leaving only four that failed to reach the mark. Thirty of our parks have been awarded with Green Flag status.

3.101 Satisfaction with Edinburgh parks and open space is high, with a satisfaction of 91% recorded in LGBF 2016/17 benchmarking data, significantly higher than the Scotland average satisfaction of 86%. This is also reflected in the Edinburgh Peoples Survey, with satisfaction with parks and green spaces increasing from 81% in 2016 to 86% in 2017.

## 3.102 A Forward-Looking Council - 2017/18 Corporate Indicators

| 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 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 |
|---|---|---|---|---|

**Green** – Performance has met or exceeded the target     **Amber** - Performance has not met the target but is within tolerance

**Red** - Performance has not met the target     **Blue** - No target has been set for that period

## Monthly Measures

| Monthly Measures | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | 2018 Target |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Percentage of non-householder planning applications dealt with within 2 months | 63.4% | 67.1% | 65.0% | 77.0% | 65.6% | 68.7% | 51.4% | 54.4% | 46.4% | 53.1% | 50.0% | 64.1% | 70% |
| Percentage of building warrants issued in 10 days after receipt of all satisfactory information | 21.5% | 22.8% | 26.8% | 22.1% | 22.8% | 22.4% | 29.4% | 34.1% | 42.8% | 46.2% | 60.9% | 62.0% | 90% |
| Commercial rental income - cumulative | No data available – end year processing | £3.15m | £4.64m | £5.26m | £5.98m | £7.88m | £8.37m | £9.30m | £10.82m | £11.36m | £11.83m | £12.14m | £12.14m |
| ICT - Severity 1 incidents where resolution is greater than 4 hrs | 0 | 1 | 0 | 3 | 2 | 0 | 1 | 2 | 1 | 2 | 1 | 3 | 1 |
| Indicator reporting Programme dashboard | 17 | 19 | 22 | 22 | 23 | 23 | 23 | 23 | 23 | 21 | 19 | 16 | n/a |
| Total FTE Count | 14,157 | 14,173 | 14,320 | 14,132 | 14,560 | 14,588 | 14,633 | 14,683 | 14,614 | 14,652 | 14,645 | 14,562 | n/a |
| Total Agency Cost | £820k | £1.99m | £1.50m | £1.30m | £1.97m | £1.29m | £1.66m | £2.11m | £714k | £1.64m | £2.14m | £2.03m | n/a |

## Quarterly Measures

| Quarterly Measures | Q1 15/16 | Q2 15/16 | Q3 15/16 | Q4 15/16 | Q1 16/17 | Q2 16/17 | Q3 16/17 | Q4 16/17 | Q1 17/18 | Q2 17/18 | Q3 17/18 | Q4 17/18 | 2018 Target |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Progress against delivery of current year's approved budget savings | £36.1m | £36.3m | £45.9m | £45.9m | £66.2m | £68.9m | £67.7m | £64.1m | £31.3m | £31.7m | £31.7m | £31.7m | £39.5m |
| Revenue: current year's projected outturn | 100.1% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 99.9% | 100.5% | 100.0% | 100.0% | 100.0% | 100.0% |
| Percentage of major planning application decisions within target | 29% | 100% | 55% | 20% | 7% | 0% | 25% | 0% | 22% | 0% | 20% | 17% | 70% |
| Building Warrant Applications - % first report issued within 20 days | New indicator from 2016/17 | | | | 55.9% | 35.5% | 14.3% | 43.0% | 67.4% | 52.3% | 73.5% | 73.5% | 95% |
| Average level of debt of tenants in rent arrears | New reporting mechanism introduced in 2017/18 | | | | | | | | £907 | £906 | £892 | £930 | n/a |

## Annual Measures

| Annual Measures | 2015/16 | 2016/17 | 2017/18 | 2017/18 Target |
|---|---|---|---|---|
| Proportion of Council Tax Collected | 95.1% | 96.4% | 96.8% | 96.5% |

| | 2015 | 2016 | 2017 | 2017 Target |
|---|---|---|---|---|
| RIDDOR reportable injuries rate per 100 employees | 0.37 | 0.27 | 0.23 | n/a |

*Performance for some of the indicators is not yet available due to different timescales for data collection and reporting*

*Not all indicators have historic data.*

**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 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
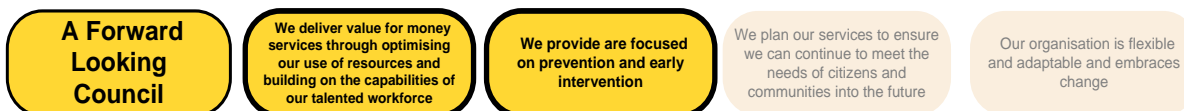
3.103 The Council has a strong track record of effective financial management and have saved £240m in the past five years by working more efficiently and prioritising services. The most recent external audit, which covered 2016/17, concluded that the Council has a strong track record of maintaining revenue expenditure within budgeted levels, effective financial management and a well-developed financial strategy. It additionally noted that the Council is open and transparent in the way it conducts its business and demonstrates strong self-awareness of areas of poor performance.

3.104 Rigorous monitoring and active management of financial risks and pressures were applied throughout 2017/8 and resulted in the Council's draft outturn position showing a net underspend against budget of £2.416m. This has been set aside within the Council Priorities Fund.

3.105 Council Tax Collection rates in 2017/18 exceeded both the target set and budget income assumptions, achieving the highest rate on record of 96.8%. The increase in collection rate has resulted in additional income of £900k over 2016/17. This increase in collection rate is a result of a number of cross team process improvements that we implemented throughout the year and improvements in the processing of Single Occupancy Discount entitlement.

3.106 The level of rent arrears amongst council tenants was £909 in 2017/18 (approximately nine weeks rent), though there was a reduction in the number of tenants in arrears from and an increase in the total amount of rental income collected from 98.6% to 99.1% over 2017/18. Services focused on prevention and early intervention are available to help tenants avoid getting into debt they cannot afford.

3.107 Our total agency spend for 2017/18 was £19.6m, with an average monthly cost of £1.63m. This is a reduction in spend of £920k over 2016/17. Due to the nature of the billing process, there are some significant month on month fluctuations in the cost data. Development of a workforce resourcing dashboard is in progress to provide further insight into agency resource utilisation.

3.108 The RIDDOR reportable injuries rate fell in 2017/18, with a year-on-year reduction of 16%. In 2017, efforts were focused on providing greater clarity on health and safety roles and responsibilities. The Council has made continued and substantial progress in improving health and safety performance and in the last three years has achieved a 49% decrease in the number of reportable injuries to employees.

3.109 In the year ahead, the Council will make significant additional investments in health and social care, homelessness and improving school buildings. We will continue to prioritise investment in key frontline services and in the services residents have told the Council are important to them, such as education, waste and recycling and services for our most vulnerable residents, while making significant savings.

3.110 The Council partners with CGI UK Ltd for the provision of ICT services and support. During the course of the last year, there have been a number of priority 1 incidents,

also known as severity 1, which have impacted upon the performance of the Council's network and ICT delivery arrangements, both within schools and core council services. These incidents are managed through a formal escalation and major incident response approach, which seeks to resolve the issue as quickly as possible, with a 4-hour service level agreement target for the resolution of these critical issues. In addition to resolving the issue, there is a post incident review process applied, to ensure that root cause analysis or opportunities for learning to prevent repeated problems are taken.

3.111 Whilst the process and management of these issues is robust, they can arise due to some of the legacy servers and operating systems that the Council utilises, which is being addressed through a 12-month programme of device refresh which is now underway. Following the recent re-set of the Council's partnership arrangement with CGI, a revised ICT programme performance dashboard will be implemented, which will replace this indicator with more meaningful targets, including end-user satisfaction.

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| --- | --- | --- | --- | --- |

3.112 The percentage of non-householder planning applications determined within two months was 64.1% in March 2018. Although this is below the target of 70%, performance is moving in the right direction, up from a low of 46.4% in December 2017. There were thirty major planning applications determined in 2017/18, with performance still well below target. The number of decisions in a given month are often small and delays in approval can be out with the Council's control.

3.113 The Council's Planning Service Improvement Action Plan for 2018/2019 was approved by the Planning Committee in May 2018. It outlines a number of actions to improve performance in processing planning applications, including non-householder and major applications. These measures include: an increased use of processing agreements or agreed extensions of time, a review of protocols with key consultees to improve response times on consultations, the implementation of an updated model section 75 agreement and a process review of developer contributions.

3.114 At March 2018, the percentage of building warrants issued in 10 days after receipt of all satisfactory information was 62%. Whilst this figure is still well below the target of 90%, performance has improved considerably since April 2017 when it was 21.5%. The percentage of building warrant first reports issued within 20 days was 73.5% at March 2018. Whilst not yet achieving the target of 95%, service performance has improved in the second half of 2017/18 and is significantly better than the low point of 14.3% in Q3 2016/2017.

3.115 In May 2018, the Council submitted a three year Building Standards Improvement Plan to the Scottish Government. In it, we set out our strategy for improvement based on leadership and management, strategic planning and continuous improvement, response times for building warrants and customer experience. Our aim is to fully and consistently meet Building Standards national performance targets by 2021. In year

one, priorities will include an evaluation of the current "virtual" team operations to improve performance and a process review for site inspections.

### 3.116 **An Empowering Council - 2017/18 Corporate Indicators**
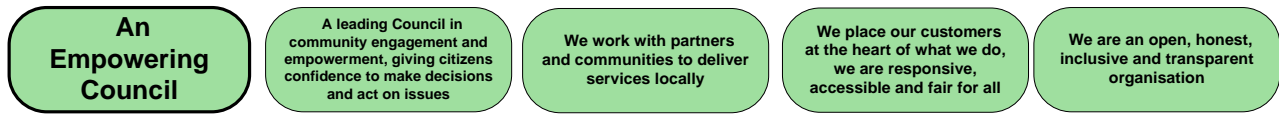
| An Empowering Council | A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues | We work with partners and communities to deliver services locally | We place our customers at the heart of what we do, we are responsive, accessible and fair for all | We are an open, honest, inclusive and transparent organisation |

**Green** – Performance has met or exceeded the target    **Amber** - Performance has not met the target but is within tolerance

**Red** - Performance has not met the target    **Blue** - No target has been set for that period

| Monthly Measures | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | 2018 Target |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Sickness absence (Council)** | 5.20% | 5.23% | 5.27% | 5.33% | 5.31% | 5.31% | 5.35% | 5.36% | 5.41% | 5.48% | 5.49% | 5.49% | 4.00% |
| **Information Compliance: FOI enquiries - % answered within statutory timescales** | 86% | 89% | 91% | 91% | 92% | 88% | 95% | 89% | 91% | 97% | 91% | 87% | 90% |
| **Information Compliance: number of data breaches** | 2 | 5 | 12 | 8 | 15 | 11 | 11 | 9 | 13 | 13 | 12 | 15 | n/a |

| Annual Measures | 2015 | 2016 | 2017 |
|---|---|---|---|
| **Satisfaction with management of the city** | 68% | 66% | 69% |
| **Satisfaction with management of the neighbourhood** | 76% | 73% | 76% |
| **People from different backgrounds get on well together in their neighbourhood** | 83% | 86% | 85% |
| **People feel able to have a say on local issues and services** | 33% | 37% | 39% |
| **People feel the Council provides value for money** | Question introduced in 2016 | 46% | 40% |

*Performance for some of the indicators is not yet available due to different timescales for data collection and reporting*

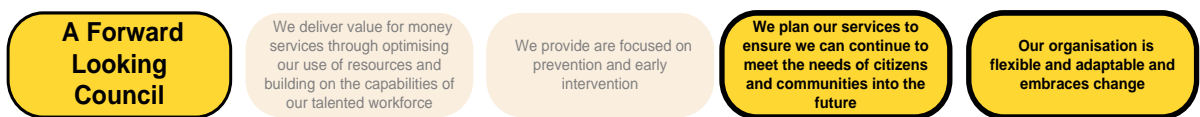*Not all indicators have historic data.*

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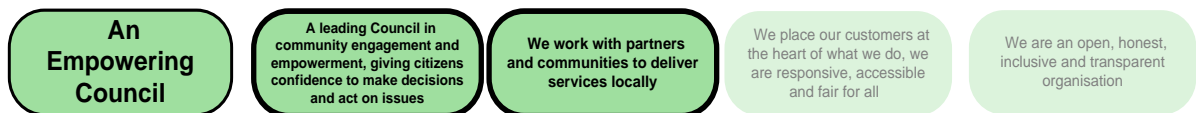
3.117 The Council has continued to support participatory budgeting in the city in the last year as a key approach to improving local democracy and strengthening the role of communities in the decision- making process. A number of initiatives were delivered including Choose Youth Work and Leith Chooses, which was a joint initiative between the Council and the community councils in Leith. Funding was also secured from the Scottish Government's Community Choices programme to support the delivery of the Joined Up for Integration Project and a Participatory Budgeting Champions

Programme. Through this programme 38 people from public, voluntary and community sectors were trained and now form a core group of practitioners to assist in the development of the approach in the city.

3.118 The development of the Locality Improvement Plans, approved in November 2017, followed a period of extensive engagement with communities, and particularly those experiencing the greatest inequality, across the four localities. Through this process communities identified their priorities and will continue, through ongoing dialogue and engagement, to shape and influence service design and delivery to improve outcomes in their areas.

3.119 Community safety has been identified by communities across the city as a key issue, with all four of the Locality Improvement Plans including priorities to address anti-social behaviour, domestic abuse, drug misuse, hate crime and fear of crime. Communities are actively engaged in shaping the actions to address these priorities working in partnership with public and voluntary sector bodies in each of the areas.

3.120 The Council is committed to delivering the meaningful engagement with citizens and other stakeholders necessary to enable ambitious projects with communities at their heart. Significant engagement programmes are currently underway on the Council's Transport Strategy, the introduction of its first Low-Emission Zone, and the potential extension of Tram to Newhaven. In the coming year, the Council will continue its focus on citizen engagement. This will include engagement on City Vision 2050, the new Local Development Plan and the Council budget.

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3.121 Awareness of data protection legislation with staff and the general public has significantly increased in 2017/18 due, in part, to the widespread publicity surrounding the new General Data Protection Regulations (GDPR).

3.122 The Council delivered data protection training sessions, published guidance and simplified breach reporting processes, all of which have improved awareness of staff data protection responsibilities. This increase in awareness is reflected in the trend of data breach referrals, which have increased in 2017/18.

3.123 In addition, the public are more informed about their data protection rights and are now more likely to raise any concerns. The Council are focused on maintaining high levels of awareness around data protection to ensure that the number of annual data breaches is reduced.

3.124 The Edinburgh People Survey (EPS) is used to enhance business and customer insight, and improve performance and outcome monitoring across the Council. Satisfaction with the Council's management of the city (69%) and their neighbourhood (76%) has increased compared to previous year. 39% of participants feel they are able to have a say on things happening or how services are run in their area, which is the highest figure recorded for this indicator over the past six years. 40% of participants

felt the Council provided value for money, lower than the 46% who felt this was the case in 2016.

3.125 Our ongoing Customer Transformation Programme has successfully identified and deployed new and improved technologies to make it easier for customers to use our services at any time of the day, replacing paper with online forms, reducing our print and moving to increased digital and scanning capability which also reduces our carbon footprint.

3.126 We have set up a centre of expertise to deliver these improvements and last year we:

- rolled out 21 self-serve kiosks across six local offices, increasing access to online services for those who have no online access at home;

- introduced simpler "Pay as You Go" Council Tax – we have collected £300k of Council Tax from citizens who are not on direct debit and wish to pay Council Tax on a month by month basis;

- partnered with PayPoint to make benefits easier to access – since the service was launched in March 2017, we have paid out £670k in Scottish Welfare Fund benefits through our PayPoint partners which are available across the city and open longer hours than our office;

- involved our customers in service design. Engaging with our customers has helped us to reduce and simplify the number of telephone menu options and allow customers to more easily speak with an agent to resolve complex issues; and

- developed more online forms – it's now possible to order a special uplift for waste, request a repair to a council house or apply for an allotment using online forms. Customers can do this at a time that suits them, and it has helped increase online transaction volumes and reduce call demand to our contact centre with 40% of requests for special uplifts now coming through online forms.

3.127 The appendix to this report contains the Council's Complaints Analysis for 2017-2018 which sets out comparative figures for the last three years. Based on the figures provided by service areas, the number of complaints received has decreased from 19,719 in 2016/17 to 10,541 in 2017/18. This welcome trend is also reflected in the number of complaints closed which has shown a decrease from 16,917 in 2016/17 to 9,863 in 2017/18. Nevertheless, of the total complaints received over the last financial year, only 61% were answered within the timescales set out by the Scottish Public Services Ombudsman. The Council continues to monitor and promote compliance with our complaints management framework and has developed a Corporate Complaint Improvement Plan to strengthen our performance in complaint management.

3.128 In 2017/18, absence due to sickness, increased from 5.20% in April 2017 to 5.49% in March 2018.  This is above the Council target of 4%.

3.129 When comparing against the Scotland average (LGBF, 2016/17), we are above average for lost working days due to sickness absence per non-teacher employee, with 11.64 days against an average of 10.92 (LGBF, 2016/17). In contrast, our lost

working time due to sickness absence per teacher is below average, with 5.6 days recorded in 2016/17, against an average of 6.06 days.

3.130 The Council has been putting significant efforts into strengthening the arrangements to support staff to stay well at work and to reduce absence from work due to ill-health. During the last year, this has included the development and approval of a new Managing Sickness Policy, transitioning to a new Occupational Health Service provider, and improving the management information used to inform line managers across the organisation about 'hot spot' areas where sickness absence rates are particularly high.

3.131 Whilst this work has been led by HR, the responsibility of managing and reducing absence due to ill-health is a line management remit and requires consistent leadership and ownership of these issue.  Executive Directors have each been required to produce Workforce Action Plans for their areas to ensure that this is being focussed upon and these are being complemented by Challenge and Support Panels to ensure that service managers are being held accountable for performance in their teams.

3.132 There is a need to maintain continued focus in this during the coming year to deliver improved performance.  Progress in this area is regularly scrutinised by the Finance and Resources Committee and the Corporate Leadership Team.

## 4. Measures of success

4.1 This report provides the Corporate Policy and Strategy Committee with an overview of performance against a range of measures for the year 2017/18 and identifies key issues for measuring success for the year ahead.

## 5. Financial impact

5.1 Any additional financial implications arising from the performance improvements identified in this report will require to be considered through the Council budget development process.

## 6. Risk, policy, compliance and governance impact

6.1 Risk, policy, compliance and governance impacts are set out in The Council Business Plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22.

## 7. Equalities impact

7.1 Equalities impacts are detailed in The Council Business Plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22).

## 8. Sustainability impact

8.1 Sustainability impacts are detailed in The Council Business Plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22).

## 9. Consultation and engagement

9.1 Strategic Aims and Outcomes in The Council Business Plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22) have been developed in consultation with stakeholders and will continue to evolve based on continued engagement.

## 10. Background reading/external references

10.1 [Programme for the Capital-the City of Edinburgh Council Business Plan 2017-22](#) City of Edinburgh Council, 24 August 2017

10.2 [Implementing the Programme for the Capital: Council Performance Framework 2017-22](#) City of Edinburgh Council, 23 November 2017

10.3 [2017 Edinburgh People Survey Headline Results](#), Corporate Policy and Strategy Committee, 15 May 2018

10.4 [Complaints Management – Update](#), Governance, Risk and Best Value Committee, 05 June 2018

## 11. Appendices

11.1 Appendix One – Local Government Benchmarking Framework 2016/17

11.2 Appendix Two – Complaints Analysis 2017/18

**Andrew Kerr**

Chief Executive

Contact: Laurence Rockey, Head of Strategy and Insight

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

# Local Government Benchmarking Framework 2016/17

## Background

This report provides information on the publication of 2016/17 data provided by the Scottish Local Government Benchmarking Framework (LGBF).  The publication and use of this data forms part of the Council's statutory requirements for public performance reporting as directed by the Accounts Commission.

Led by SOLACE, with the support of the Improvement Service, this project aims to provide a benchmarking toolkit to support the targeting of local government resources to areas of greatest impact.  The framework allows the 32 Scottish local authorities to compare their own performance and outcomes against a suite of 75 indicators which cover all areas of local government activity. The indicators are spread across seven broad themes; Economic Development and Planning, Corporate Services, Environmental Services, Adult Social Care, Housing, Children's Services and Culture and Leisure.

For the purposes of this report, the LGBF themes have be aligned to the Council's five Strategic Aims: 'A Vibrant City', 'A City of Opportunity', 'A Resilient City', 'A Forward Looking Council' and 'An Empowering Council'.

The 2016-17 indicator data is the most recent current published data. Edinburgh placed in the top quartile (rank 1-8) for 16 of the 75 indicators and had 23 indicators in quartile two (ranks 9-16), 21 in quartile three (rank 17-24) and 15 in quartile four (rank 25-32).

The data published through the framework is an important resource to complement and inform the Council's corporate performance framework, providing national comparators and other benchmarks for the key performance indicators considered regularly by the Council's Corporate Leadership Team.

## 2016/17 Local Government Benchmarking Framework

The LGBF data is published online and the full dataset can be found online at My Local Council website.  The website includes interactive tools which allow users to examine the most recent published datasets, look at trends over time, and compare City of Edinburgh Council performance against that of other Councils in Scotland.

Analysis on Scotland level results and trends data for the five years to 2016/17 was published by the Improvement Service in February 2018.  The report, which sets out the national position, is available at the Local Government Benchmarking website.

The report highlights that the total revenue funding for Scottish councils has fallen by 7.6% in real terms from £10.5 billion to £9.7 billion across the seven year period for which the data is presented.  It outlines that nationally, education spending has been relatively protected in the time period however, child protection and social care spending have grown substantially.  As these services account for some 70% of the benchmarked expenditure within the LGBF it highlights that other services have taken more substantial reductions. Nationally, expenditure on roads has fallen by 20% in real terms, planning by 33% and culture and leisure services by 17%.

# Local Government Benchmarking Framework 2016/17

| A Vibrant City 2016/17 | Edinburgh 2016/17 | Scotland Average | Position |
|---|---|---|---|
| Over 65s home care costs per hour | £27.10 | £22.54 | 24 |
| SDS (Direct Payments) spend on adults over 18 as % of total social work spend on adults over 18 | 6.7% | 6.5% | 5 |
| % of people 65+ with intensive needs receiving care at home | 34.7% | 35.3% | 15 |
| % of adults receiving any care or support who rate it as excellent or good | 77.2% | 81.0% | 29 |
| % of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life | 81.6% | 84.0% | 25 |
| Over 65s residential care costs per week per resident | £360 | £375 | 13 |
| Cost per attendance at Sports facilities | £2.02 | £2.90 | 10 |
| Cost Per Library Visit | £0.81 | £1.98 | 2 |
| Cost of Museums per Visit | £1.95 | £3.19 | 9 |
| % of adults satisfied with leisure facilities | 71.3% | 74.0% | 25 |
| % of adults satisfied with libraries | 75% | 75% | 21 |
| % of adults satisfied with museums and galleries | 89.7% | 72% | 3 |
| % of unemployed people assisted into work | 10.71% | 14.00% | 18 |
| % of procurement spent on local small/medium enterprises | 22.7% | 20.3% | 13 |
| Number of business gateway start-ups per 10,000 population | 20.4 | 16.6 | 12 |

## Key Points - A Vibrant City

**Library services** - The net cost per visit to Libraries in Edinburgh has reduced by 80% since 2010-11 and, at a net cost of £0.81 per visit, we are ranked 2nd in Scotland.  The increased usage of libraries, museums and leisure facilities coupled with reduced costs, provides evidence of how widely valued council services are by the community across Edinburgh.  75% of adults were satisfied with our libraries, which is equal to the Scotland wide average.

**Provision of Care at Home** - The hourly net cost of providing care at home is £27.10 per person per hour. This is higher than the national average of £22.54 and places Edinburgh in the lower end of the ranking scale.

**Provision of residential care** - The net cost of residential care for the over 65s was £360 per person per week. This is lower than the national average of £375 and compares favourably to other urban Local Authorities which range between £339 (Falkirk) to £428 (Stirling).

**Sport and Leisure Facilities** – The cost per attendance to sports and leisure facilities is now £2.02; 30% below the national average of £2.90.   However, the % of adults satisfied with leisure facilities at 71.3%, was below the Scotland average of 74%.

# A City of Opportunity 2016/17

| | Edinburgh 2016/17 | Scotland Average | Position |
|---|---|---|---|
| Cost per primary school pupil | £4,105 | £4,804 | 1 |
| Cost per secondary school pupil | £6,252 | £6,817 | 2 |
| Cost per pre school education registration | £2,911 | £4,207 | 3 |
| % of Pupils Gaining 5+ Awards at Level 5 | 60% | 60% | 18 |
| % of Pupils Gaining 5+ Awards at Level 6 | 35% | 33% | 11 |
| % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD) | 38% | 41% | 19 |
| % Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD) | 13% | 16% | 19 |
| Weekly cost of Looked After Children in a residential setting | £2,716 | £3,404 | 7 |
| Weekly cost of Looked After Children in a community setting | £337 | £313 | 21 |
| % of Looked After Children being looked after in the Community | 91.9% | 89.9% | 6 |
| % of adults satisfied with local schools | 62.7% | 75% | 32 |
| Proportion of pupils entering positive destinations | 92.5% | 93.7% | 27 |
| % of children meeting developmental milestones | 79.2% | 88.2% | 8 |
| % of early years provision rated good or better | 92.3% | 91.7% | 22 |
| School attendance rate | 93.9% | 93.3% | 11 |
| School attendance rate (looked after children) | 91.8% | 91.6% | 14 |
| School exclusion rates per 1000 children | 21.70 | 26.84 | 14 |
| School exclusion rates per 1000 Looked After Children | 109.23 | 94.33 | 16 |
| % of 16-19 year olds in learning, training or working (per 100) | 90.80 | 91.10 | 21 |
| % of child protection re-registrations within 18 months | 4.97% | 6.17% | 13 |
| % of Looked After Children with more than one placement in the last year | 23.87% | 20.68% | 21 |
| Overall Average Total Tariff | 911.6 | 886.0 | 13 |
| Average Total Tariff SIMD Quintile 1 | 579 | 624 | 18 |
| Average Total Tariff SIMD Quintile 2 | 671 | 750 | 24 |
| Average Total Tariff SIMD Quintile 3 | 800 | 880 | 27 |
| Average Total Tariff SIMD Quintile 4 | 1031 | 999 | 14 |
| Average Total Tariff SIMD Quintile 5 | 1,241 | 1,207 | 8 |
| % of dwellings meeting Scottish Housing Quality Standards | 75.7% | 92.5% | 26 |
| Average time (days) to complete non emergency repairs | 8.53 | 8.72 | 16 |
| % of Council dwellings that are energy efficient | 95.7% | 96.6% | 21 |

# Key Points - A City of Opportunity

**Cost of School places** - Costs per pre-school, primary and secondary places are all below the national average and are nationally ranked 3rd, 1st and 2nd respectively.

**Educational Attainment in Deprived areas** - The 'average total tariff' score for the most deprived areas in Edinburgh (SIMD quintile 1) is 579. This is below the Scotland average of 624 and places 18th in Scotland.

**Positive Destinations** - The percentage of school pupils entering positive destinations is 92.5%. This is below the Scotland average of 93.7%, and is ranked in the lower quartile.

**Looked After Children** – Good progress continues to be made in efforts to shift the balance of care towards preventative services that safely reduce the need for children to come into care, with 91.9% of children looked after in the community. This is higher than the Scotland average of 89.9%.

The gross cost of Looked After Children in community settings is £337 per child per week. This is 8% above the national average, but compares well with both Aberdeen (£416.22) and Glasgow (£351.26).

**Satisfaction with Schools** –. Satisfaction with schools is at 62.7%,which is below the Scotland average of 75%. However, it should be noted that satisfaction data is taken from the Scottish Household Survey which records satisfaction levels for the public, rather than, specifically for parents of school children.

# A Resilient City 2016/17

| | Edinburgh 2016/17 | Scotland average | Position |
|---|---|---|---|
| Net cost per waste collection per premises | £64.36 | £64.46 | 18 |
| Net cost per waste disposal per premises | £93.97 | £98.84 | 14 |
| Net cost of street cleaning per 1,000 population | £15,967 | £14,726 | 24 |
| Cleanliness score (% age acceptable) | 92.4% | 94% | 22 |
| Cost of maintenance per kilometre of roads | £19,905 | £10,456 | 30 |
| % of A class roads considered for maintenance | 24.2% | 29.5% | 14 |
| % of B class roads considered for maintenance | 19.9% | 34.8% | 4 |
| % of C class roads considered for maintenance | 25% | 34.6% | 6 |
| % of unclassified class roads considered for maintenance | 37.8% | 39.5% | 19 |
| The % of total household waste arising that is recycled | 44.7% | 45.2% | 20 |
| % adults satisfied with refuse collection services | 66.3% | 82% | 32 |
| % adults satisfied with street cleaning services | 64.7% | 72.3% | 29 |
| Cost of parks and open spaces per 1,000 Population | £6,767 | £21,581 | 2 |
| % of adults satisfied with parks and open spaces | 91.0% | 86.0% | 5 |
| Cost of trading standards per 1,000 population | £3,478 | £5,439 | 11 |
| Cost of environmental health per 1,000 population | £24,091 | £16,117 | 29 |

## Key Points – A Resilient City

**Street Cleaning** - Cost of Street Cleaning in 2016/17 is £15,967. While this is higher than the national average of £14,726 and places Edinburgh 24th in Scotland, the cost of street cleaning has reduced significantly in recent years.

The Street Cleanliness score of 92.4% of streets clean, whilst lower than Scottish average of 94%, compares favourably with Scotland's other urban Local Authorities such as Aberdeen (88%) and Glasgow (90.7%).

**Road Maintenance** - The cost of road maintenance is £19,905 per kilometre of road. Whilst this is above the national average (£10,456), it compares favourably with other urban Local Authorities which range from £16,174 (Glasgow) to £43,868 (Aberdeen City).

**Waste Collection** – The % of adults satisfied with waste collection is 66.3%, which is lower than the Scottish average of 82%. The cost of waste collection, at £64.36 per premises, is marginally lower than the Scottish average of £64.46.

**Cost of Parks and Open Spaces** – The net cost of parks and open spaces ranks Edinburgh 2nd in Scotland, at a cost of £6,767 per 1000 population. We are significantly out-performing our closest comparators Aberdeen (£17,855) and Glasgow (£38,691). The percentage of adults satisfied with parks and open spaces remains high at 91% and Edinburgh ranks 5th in Scotland.

**Environmental Health -** The cost of Environmental Health per 1,000 population was £24,091 in 2016/17. Edinburgh is ranked 29th nationally and is over the national average of £16,117. This is consistent with Scotland's other larger cities, Aberdeen (£19,635) and Glasgow (£24,101).

| A Forward Looking Council 2016/17 | Edinburgh 2016/17 | Scotland average | Position |
|---|---|---|---|
| Support services as a % of total gross expenditure | 6.50% | 4.9% | 27 |
| The % of the highest paid 5% of employees who are women | 48.7% | 52.0% | 23 |
| Gender pay gap | 3.31% | 4.14 | 16 |
| Cost per dwelling of collecting Council Tax | £9.76 | £8.98 | 21 |
| The % of Council Tax collected | 96.4% | 95.8% | 10 |
| % of rent due in the year that was lost due to voids | 0.6% | 0.93% | 6 |
| Gross rent arrears as % of rent due | 9.0% | 6.3% | 21 |
| % of invoices paid within 30 days | 95.6% | 93.1% | 7 |
| Cost per planning application | £4,106 | £4,636 | 16 |
| Average time (weeks) per commercial planning application | 12.08 | 9.31 | 27 |
| Asset Management – % of accommodation that is suitable for its current use | 59.3% | 79.8% | 32 |
| Asset Management - % of accommodation that is in a satisfactory condition | 84.7% | 84.5% | 19 |

# Key points – A Forward Looking Council

**Cost of Collection Council Tax** – The cost of collecting Council Tax per dwelling dropped by 42% from 2015-16.  This is significantly ahead of the 15.1% average reduction seen nationally.  At the same time as the reduction in unit costs, the overall rate of in-year collection for council tax has remained high and shown steady improvement from 94.2% in 2010-11 to 96.4% in 2016-17.  This has been achieved despite the challenges created by a difficult economic climate and significant welfare reform.

**Cost of Support Services** - The percentage of gross expenditure spent on support services is 6.5%, this is higher than the national average of 4.9%.  It should be noted that Edinburgh Council has retained all services in-house in contrast to some other Local Authorities who have outsourced services or implemented alternative business models.   This may cause Edinburgh Council's costs to look artificially elevated.

The Council is also undertaking a more detailed functional benchmarking exercise through CIPFA Corporate Services Benchmarking club.  This will provide wider comparability opportunities with greater granularity.

**Female Top Earners** - The percentage of women amongst the Council's top earners is 48.7% which is below the Scotland average of 52%.

**Gender Pay Gap** – The Council's Gender pay gap in 2016-17 is 3.31% compared to the national average of 4.14%.  However, higher than our closest city comparators, Aberdeen (0.26%), Dundee (0.52%) and Glasgow (-6.99%).  It should be noted that in October 2016 the Council's analysis of the gender pay gap indicated that the pay gap in the Council for all grades of employees is within the + or – 3% threshold recommended by the Equalities and Human Rights Commission (EHRC) (Scotland).  We will be undertaking our next Gender Pay Gap analysis this October, in-line with the recommendations from the EHRC (Scotland).

**Cost of Planning Applications** – Cost per planning application is £4,106.  This is below the national average of £4,636.  Edinburgh has moved from 20th in 2015-16 to 16th in 2016-17.  In 2012-13, Edinburgh was ranked 31st and has made significant and consistent improvements every year since.

**Business Planning Applications** - The time taken per business planning application is 12.1 weeks compared to a national average of 9.3 weeks, placing Edinburgh 27th in the national rankings.

**Rent Arrears** - Gross rent arrears are now 9% in 2016/17 compared to the national average of 6.3%, placing us 21st in the ranking.  Gross rent arrears have increased by at least 1% every year since 2013/14 when Edinburgh was 11th in the national rankings. This reflects a broader trend that has seen the national average rise from 5.6% to 6.5% over the same four-year period.

| An Empowering Council 2016/17 | Edinburgh 2016/17 | Scotland average | Position |
|---|---|---|---|
| Sickness absence days per teacher | 5.6 | 6.06 | 12 |
| Sickness absence days per employee (non-teacher) | 11.64 | 10.92 | 25 |

## Key Points – An Empowering Council

**Sickness Absence (teachers)** - Whilst sickness absence days per teacher is 5.6, this is still below the national average of 6.06, but ahead of our closest family group comparators (Glasgow City – 5.7, Aberdeen City – 6.10 and Dundee City – 7.60).

**Sickness Absence (non-teachers)** - Sickness absence for non-teaching staff is now 11.64 compared to the Scotland Average of 10.92%

# Edinburgh Council Complaints Analysis

## 1 April 2017 – 30 March 2018

**A Forward Looking Council**

**An Empowering Council**

# Introduction

This year the Council has completed a corporate review of its strategic management of complaints, and has been implementing the Corporate Complaints Improvement Plan.

Key areas of developments include:

- Development of a Complaints Policy including stakeholder and public consultation.

- Review and revision of the Complaints Procedure.

- Review of Corporate Complaints Management Group (CCMG) to facilitate strategic oversight of complaints management.

- Development of training options and establishment of a Complaint Handlers Network to enable services who are invited to share best practice.

- Review of complaint recording to enable improved reporting and analysis (this includes the introduction of standard complaint categories and the establishment of a Capture User Group).

- Development of a Customer Satisfaction Survey to align with the SPSO's requirements.

- Development of a Quality Assurance process to monitor Stage 2 complaint investigations.

- Revised reporting to Corporate Leadership Team.

# Complaints closed
# 9,863

**Place**
Q1 – 1887
Q2 – 1806
Q3 – 1684
Q4 - 1886

**Resources**
Q1 – 459
Q2 – 324
Q3 – 371
Q4 - 303

**C&F**
Q1 – 118
Q2 – 91
Q3 – 140
Q4 - 140

**S&SC**
Q1 – 87
Q2 – 75
Q3 – 87
Q4 - 90

**Social Work**
Q1 – 29
**EHSCP**
Q2 – 23
Q3 – 44
Q4 - 36

**Chief Exec**
Q1 – 6
Q2 – 14
Q3 – 8
Q4 - 26

**Multi**
Q1 – 24
Q2 – 55
Q3 – 23
Q4 - 25

- 8,942 (91%) of the total number of complaints closed were frontline resolutions (stage 1) and 921 (9%) were investigations (stage 2).

- 2,788 complaints related to Waste (28%), followed by 1,598 complaints for Housing Property (16%).

- This is a significant improvement in comparison to previous years where the total number of complaints closed were 16,917 (2016/17) and 20,065 (2015/16).

- This improvement can primarily be attributed to the significant decrease in Waste complaints: 10,437 (2016/17) and 12,231 (2015/16).

# Performance against timescales

| | Apr-Jun 17 | Jul-Sept 17 | Oct-Dec 17 | Jan-Mar 18 | 2017/18 |
|---|---|---|---|---|---|
| Chief Executive | 33% | 29% | 63% | 27% | 33% (18/54) |
| Communities & Families | 73% | 62% | 61% | 72% | 67% (328/489) |
| Resources | 86% | 90% | 61% | 77% | 79% (1151/1459) |
| Place | 58% | 60% | 64% | 51% | 58% (4214/7263) |
| Safer & Stronger | 52% | 53% | 59% | 43% | 52% (175/339) |
| Social Work | 14% | 17% | N/A | N/A | 14% (4/29) |
| EHSCP | N/A | N/A | 16% | 14% | 16% (16/103) |
| Multi Directorate | 70% | 56% | 65% | 32% | 56% (71/127) |

- Overall, for 2017/18 for the total number of complaints, 61% of our customers received a response to their complaint within the timescales as set out by the SPSO.  This is an improvement compared to 2016/17 where 54% were responded to within timescales. However it is a decrease in performance compared to 2015/16 with 69% of customers responded to.

# Top 5 sources of complaints



Waste
- 2788
- 10437
- 12231

Housing Property
- 1598
- 1204
- 1622

Customer
- 1397
- 1761
- 1804

Transport & Roads
- 822
- 452
- 657

Staircleaning
- 517
- 540
- 488

Legend:
- 2017/18
- 2016/17
- 2015/16
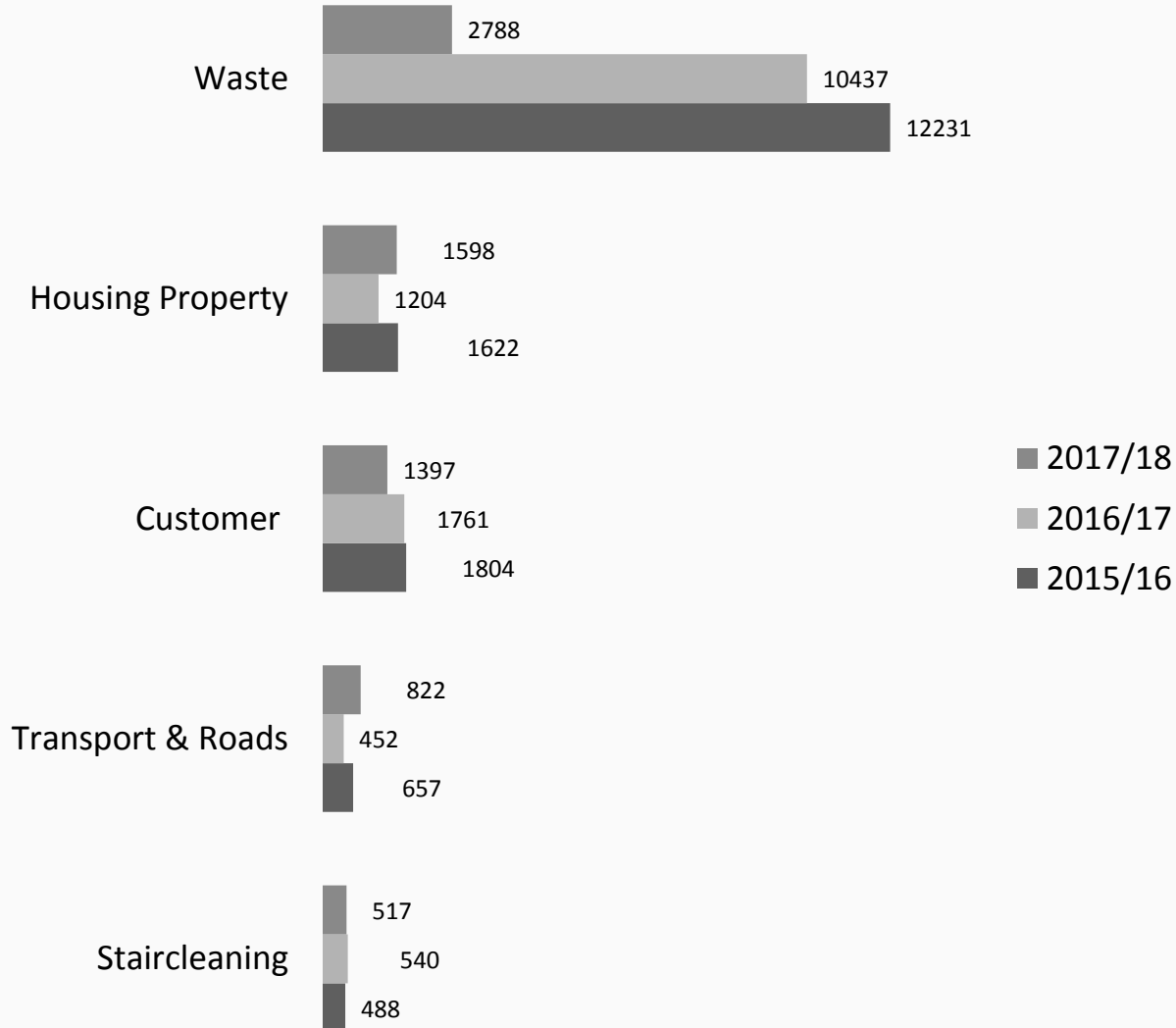
- Waste complaints have significantly decreased over the last 3 years. The implementation of key actions from the Waste & Cleansing Improvement Plan (approved in Nov 16) have all had a positive impact on the overall performance of the service. Further service improvements are planned over the 2018/19 period.

- Customer (Council Tax, Benefits, Non-Domestic Rates, Customer Hub) has seen a steady decrease in the number of complaints over the last 3 years. This improvement can be attributed to improved customer care training; an improved automated service; channel shift; reduced backlogs and investment in internal resources.

# SPSO complaints comparison with whole sector

**Edinburgh complaints to SPSO compared to all other Scottish Councils**



Legend: ■ % Edinburgh complaints   ■ % of all other Scottish Councils

Chart data (category: % Edinburgh complaints / % of all other Scottish Councils):
- Housing: 20% / 27%
- Env Health / Cleansing: 16% / 7%
- Finance: 14% / 7%
- Building Control: 11% / 1%
- Social Work: 10% / 15%
- Roads / Transport: 9% / 7%
- Education: 6% / 10%
- Planning: 5% / 12%
- Legal / Admin: 4% / 5%
- Unknown / Out of Jurisdiction: 2% / 3%
- Land / Property: 1% / 1%
- Welfare Fund: 1% / 1%
- Consumer Protection: <1% / 1%
- Recreation / Leisure: <1% / 2%
- Personnel: 0% / <1%
- Econ Dev: 0% / <1%
- Other: 0% / 1%

- The total number of complaints received by the SPSO for all Scottish Local Authorities in 2016-17 was 1,499 (compared to 1,859 for 2015-16).

- 192 of these were about Edinburgh, followed by 138 for Glasgow.

- The majority of complaints from Edinburgh to the SPSO related to Housing (38), Environmental Health & Cleansing (31), Finance (26) and Building Control (21).

- Out of the 192 complaints made about Edinburgh, 21 (11%) were upheld / part upheld (compared to 15 out of 259 (8%) for 2015-16).

# Next Steps

- Launch of the Complaints Policy following Committee approval in summer.

- Finalise and roll out training programme for investigating officers (stage 2) to ensure a consistent approach. This will include a review of the complaints e-learning module for all staff.

- Quality Assurance programme to monitor stage 2 investigations will commence in summer.

- Agree reporting format to Senior Management Teams, to include more detailed analysis for each service.

For more information regarding Complaints please contact:
Janette Young – janette.young@edinburgh.gov.uk; 0131 529 7544

For more information regarding the SPSO please contact
Chris Peggie – chris.peggie@edinburgh.gov.uk; 0131 529 4494

**A Forward Looking Council**

**An Empowering Council**

# Corporate Policy and Strategy Committee

**10.00am, Tuesday, 7 August 2018**

## Contact Centre Performance Update: January – June 2018

| | |
|---|---|
| **Item number** | 8.2 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

The report details the Contact Centre performance trends since January 2018 and associated service improvement activities.

# Report

## Contact – Performance Update: January to June 2018

## 1.    Recommendations

1.1    It is recommended that the Corporate Policy and Strategy Committee reviews and notes the:

1.1.1   current performance trends within the Contact Centre;

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; and,

1.1.3   revised performance target to include 60% of call answered within 60 seconds and a customer satisfaction target of over 75%.

## 2.    Background

2.1    Over the last 18 months the Corporate Policy and Strategy Committee has received regular updates on Contact Centre performance, trends, and ongoing service improvement activities.  These reports provide detailed performance information that demonstrates current trends, supported by targeted actions to address specific issues.

## 3.    Main report

### Overview

3.1    The Council is committed to providing an effective, accessible and reliable service to all citizens, supported by simple and easy to use contact channels.  The Contact Centre team 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 other Council services. The Contact Centre team currently supports phone calls (inbound and outbound), e-mails, social media channels and web chat.

### Current Trends and Service Performance

3.2    Regular management information is produced to monitor performance levels and inform future improvement activities. During the first 6 months of 2018 there have been a number of challenges to sustain the positive performance levels achieved during 2017, including the severe weather in the early stages of the year, the replacement of the Council's telephony system and a 5% increase in demand levels for telephony contact, compared with the previous 6 months. This has resulted in capacity and service pressures during the initial monitoring period for 2018.

Despite these challenges, there has been a general improvement in performance trends during April and May, with a further rise in demand levels experienced in June 2018, in part related to the launch of the Garden Waste collection registration process.

3.3 Key performance data and trends for the Contact Centre are detailed in Appendix 1, with the major themes highlighted in the following section:

- Total Calls answered for the 6-month period from January to June 2018 was 354,996. This shows an increase of 16,444 from our last reporting period.
- It should be noted that Customer Contact is only resourced to deliver 55% of calls answered within 30 seconds and 23 of 39 service lines achieved or exceeding the 55% historical service level target. This is a reduction from July to December 2017, when 33 lines achieved the service level target, which is due to the increased volumes received.
- 30 of our 39 lines were within the 10% call abandonment tolerance target with 22 lines achieving the 8% stretch tolerance target.
- 20 of our 39 lines have reported an increase in average handling time (AHT). This reflects the ongoing programme of support and up-skilling to develop service knowledge and call handling skills, with a wider focus on first touch resolution. This is a positive result given recent staff turnover and the need to induct and train new contact centre operatives.
- The quality of service provided by the Contact Centre is measured via an assessment of contact adviser performance against a series of set criteria covering both technical and soft skills. For the last 6 months the Contact Centre has scored 96%, against a target of 80%, demonstrating a consistency of performance and positive quality of service outcomes.

3.4 The Council's new telephony system (Mitel) enables citizen satisfaction levels to be monitored, with Team leaders receiving real time alerts on low scoring satisfaction surveys. This allows for immediate intervention and remedial actions with citizens and staff. This tool will be further developed during the remainder of 2018/19 with a target to consistently achieve the current public sector industry customer satisfaction standard of 75%. The team are also exploring how to expand text messaging functionality further to measure citizen satisfaction, such as that utilised by the NHS in England with the Friends and Family Test.

3.5 Formal complaints relating to contact activities are tracked, with an average of 32 unique complaints recorded per month for the first half of 2018. Complaint levels remain comparatively low, equating to less than 0.1 % of calls handled by the Contact Centre in the reporting period. The largest complaint theme related to service failure. The Contact Centre team continues to work closely with relevant Council services to ensure that accurate service commitments and expectations are given to citizens. Where there has been a service failure the Contact Centre team

now takes greater responsibility to ensure that issues and queries are directly monitored and resolved, in conjunction with the relevant service areas.

3.6    The team is continuing to reflect citizen feedback in the design of the automated call handling system to strike the appropriate balance between self-service and issues that require the intervention of an advisor.

**Improvement Activities and Efficiencies**

3.7    The latest data highlights that contact performance fluctuates when there is increased demand, often as a result of external factors.  The new workforce management system is used to plan for, and mitigate wherever possible, these impacts and team resources continue to be deployed flexibly to reduce forecast pressure points.

3.8    The Contact team is also introducing a wide range of changes designed to improve the citizen experience and to achieve its targeted efficiencies of 15% in 2018/19. This work includes call handling efficiencies and the introduction of multi-channel and self-service opportunities.  A significant proportion of this work is dependent on the introduction of a comprehensive customer relationship management (CRM) system and this is being jointly progressed with ICT and the Council's ICT Partner, CGI.

3.9    Good progress has been made in key areas including services such as the special uplift service.  This is a high-volume transaction, with increasing demand, and whilst previously citizens could only request a pick up during Contact Centre operating times, the launch of an online form now means the service can be accessed at any time. 3092 special uplift items have been reported via the online tool since its launch in April 2018, resulting in a downward trend on call volumes into this element of the Contact Centre in the last 2 months.

3.10   A non-emergency repairs form has been also created that provides tenants greater flexibility to request jobs in their homes.  This activity was developed following tenant feedback with direct input from the Edinburgh Tenants Federation. Before the form went live, tenants could only call or e-mail repair requests and since the "soft launch" almost 1000 online job requests have been actioned.  This is enabling tenants to report jobs 24/7, 365 days a year.

3.11   A comprehensive knowledge base is being introduced that will enable Contact Centre agents to answer a wider range of citizen queries.  Webchat has also been launched to support Environmental services, with other services such as repairs, Council Tax and customer care to follow in the second half of 2018. Webchat has proved popular with citizens with 63% rating the service as good, great or excellent. This is an important tool for the team as multiple engagement can be supported more efficiently.  Citizen feedback shows that 68% would have used the telephone as their alternative method of contact had webchat not been available.

3.12   The number of citizens engaging with the Council via social media continues to grow and the Contact Centre Team has recently been expanded to provide a more

citizen focused "one and done" approach on a 24/7 basis.  This is also generating more positive feedback.

3.13   As part of the planned customer improvement and efficiency plans the current switchboard facility was removed on 1 July. This change was supported by robust internal communications highlighting the availability of colleague contact information on the Council's intranet.  External calls to the former switchboard facility are now blended across appropriate Contact Centre teams with a view to advising callers about the direct number, therefore reducing unnecessary call transfers and duplication of effort.

**Emerging Issues**

3.14   In recent years the Contact Centre has operated a service baseline of 55% of calls answered within 30 seconds, with a small number of key services targeted to answer 80% of calls within 30 seconds.  The recent implementation of a dedicated workforce management tool has enabled the team to more accurately predict resource levels and, if an 80% performance level is to be achieved consistently across all current contact lines, it has been estimated that an additional 65 full-time equivalent staff would be required, at a recurring cost of £1.6m.

3.15   Such a significant investment needs to be carefully considered in light of complaint trends, with relatively few complaints received that specifically relate to call response or handling times.  This is consistent with recent call trends which have seen abandoned call rates remain consistent around the 8% stretch target over the last 12 months.  Industry standards have also seen call response time targets either removed or increased to typically between 60-120 seconds.

3.16   As a result, it is proposed to adjust the standard service level target from 55% of calls answered within 30 seconds to 60% in 60 seconds. This proposal is in line with current resource and the projected savings profile for the Contact Team.  This target retains an effective level of stretch that will be met through the ongoing modernisation and improvement activities detailed in the earlier section of this report.

3.17   A higher service level will be maintained for a small number of essential services (Customer Care, Emergency Social Work Services, Out of Hours Support and Social Care Direct) and resources will be prioritised accordingly.  For example, the Social Care Direct contact service has seen higher demand over the last 6 months, with a 20% increase in calls.  In order to consistently achieve an 80% call handling performance an additional 5 FTE will be required, which is being considered by the Edinburgh Health and Social Care Partnership as part of the wider social care review.

3.18   The Contact Centre team is also continuing to explore new opportunities for automation and self service.  This will ensure resource is maximised for those services that require agent or face to face interaction and support.

# 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 set using the approved resource profile and benchmarked against similar organisations. Performance measures primarily focus on call efficiency; first touch resolution, agent quality and customer satisfaction and experience.

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 Contact Centre Team is projected to deliver a further 15% efficiency saving within 2018/19 and this will be achieved through a number of routes, including greater self service, a rationalised cash collection operation and improved call handling supported by customer relationship management. Where appropriate and subject to a comprehensive integrated impact assessment, predominately online services will also be considered in specific areas, e.g. interaction with businesses.

# 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 continues to progress a primarily digital by design approach to ensure that all Citizens are supported, providing them with appropriate and accessible service options. This adopts the standard call centre and shared services methodology of providing a range of channels, including: self-service options, call based options, face to face interaction at a customer hub or locality office.

7.2 As the Council's online offering develops and matures consideration will be given as how best to further encourage and improve uptake of both self-service and online transactional options, supported by automation where appropriate.

# 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    [Customer Performance Update: July – December 2017](#) – Report to Corporate, Policy and Strategy, February 2018

10.2    [Contact Centre Performance Update: April to July 2017 - Report to Corporate Policy and Strategy Committee, October 2017](#)

10.3    [Minute of Council Meeting 24 August 2017](#) – Automated Service – Customer Journey, Motion by Councillor Johnston

10.4    Report to Corporate Policy and Strategy Committee, 28 March 2017 – [Customer Contact Update](#)

10.5    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 Services and Information Technology

E-mail: [nicola.harvey2@edinburgh.gov.uk](mailto:nicola.harvey2@edinburgh.gov.uk) | Tel: 0131 469 5006

## 11.    Appendices

Appendix 1 – Customer Centre Performance Data

**Contact Centre Performance Overview**

| **Performance Measure** | **Commentary** |
| --- | --- |

**% of Lines Achieving Calls answered within 30 seconds)**
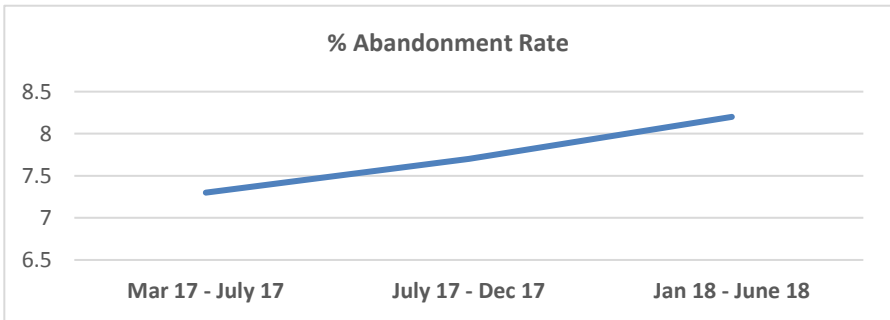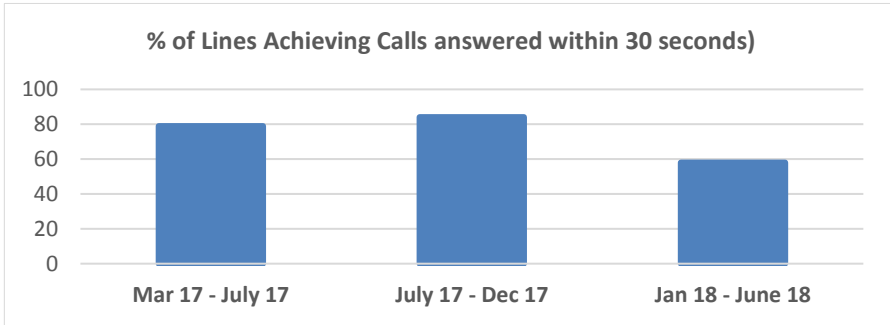


- First 6 months of 2018 saw significant challenges, including adverse weather conditions and the replacement of the Council telephony system

- 5% increase in call volumes compared with previous 6 months

- 23/39 lines achieved service level across the Contact Centre, a reduction from July to December 17 when 33/39 lines achieved service level target

- Service improvement plans are in place to introduce a range of changes designed to improve the citizen experience and achieve agreed performance targets.

**% Abandonment Rate**



- Slight increase in the overall call abandonment rate to just over 8% for the last period. The Contact Centre is therefore answering almost 92% of all calls received.

- 30 of 39 lines are achieving 10% call abandonment threshold target

- 22 lines are already achieving call abandonment stretch threshold target of 8% and under.

**Average Wait Time**



Legend:
- 120 + secs
- 60 - 120 secs
- 30 - 60 secs
- 01 - 30 secs
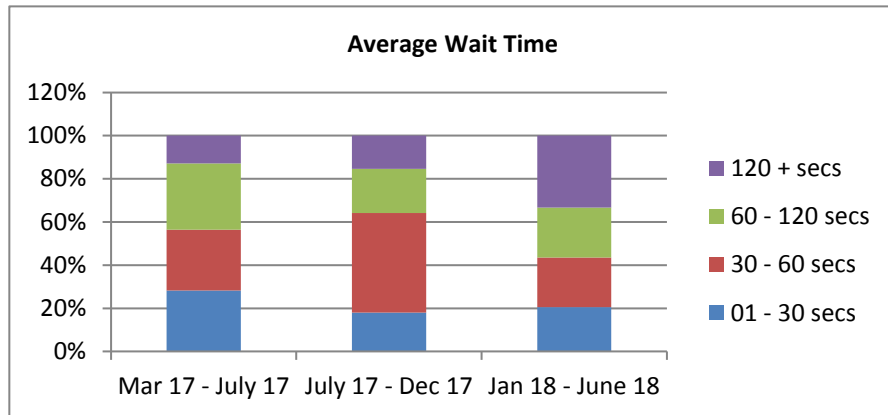
- Average call waiting times have increased during the last 6 months, with 44% of calls being answered within 60 seconds or less, decreasing from 64% during the period July to December 2017

- Ongoing focus to improve first touch resolution to ensure that whilst citizen in some cases is spending slightly longer waiting for an agent every attempt will be made to resolve the query at that time

- Ongoing activity to introduce simple self serve functionality to reduce citizens need to call the Contact Centre

- Ongoing training focus on contact agent's technical and soft skills.

**Contact Centre - Performance Data**

| Contact Activity & Timescale | % Calls answered within 30 seconds SLA target of 55% with stretch target of 60 – 80% | | | | Abandonment target - not exceed 10%, with a stretch target of 8% | | | | Average Wait Times | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Mar 17 - July 17 | July 17 - Dec 17 | Jan 18 - June 18 | Trend Jul/Dec to Jan/Jun | Mar 17 - July 17 | July 17 - Dec 17 | Jan 18 - June 18 | Trend Jul/Dec to Jan/Jun | Mar 17 - July 17 | July 17 - Dec 17 | Jan 18 - June 18 | Trend Jul/Dec to Jan/Jun |
| Anti Social Behaviour | 81% | 75% | 83% | ▲ | 4.5% | 11.7% | 2.8% | ▲ | 00:31 | 00:35 | 00:23 | ▲ |
| Central Emergency Service | 78% | 73% | 70% | ▼ | 6.7% | 8.0% | 7.3% | ▲ | 00:30 | 00:37 | 00:52 | ▼ |
| C & F Professional Child | 67% | 73% | 69% | ▼ | 9.8% | 6.3% | 7.8% | ▼ | 00:59 | 00:49 | 01:11 | ▼ |
| C & F Public Child | 68% | 71% | 67% | ▼ | 8.4% | 6.5% | 9.2% | ▼ | 01:00 | 00:48 | 01:31 | ▼ |
| Emergency Child | 82% | 73% | 77% | ▲ | 3.2% | 4.8% | 3.5% | ▲ | 00:21 | 00:41 | 00:43 | ▼ |
| Clarence | 60% | 64% | 49% | ▼ | 8.5% | 6.0% | 9.4% | ▼ | 01:01 | 00:56 | 01:53 | ▼ |
| Council Tax | 63% | 55% | 39% | ▼ | 6.6% | 8.2% | 11.8% | ▼ | 01:36 | 02:03 | 03:30 | ▼ |
| Benefits | 67% | 66% | 51% | ▼ | 3.1% | 3.3% | 6.3% | ▼ | 01:18 | 01:18 | 02:27 | ▼ |
| NDR | 61% | 53% | 47% | ▼ | 5.7% | 7.2% | 9.3% | ▼ | 01:49 | 02:15 | 02:36 | ▼ |
| Customer Care | 81% | 76% | 86% | ▲ | 3.3% | 4.1% | 2.4% | ▲ | 00:38 | 00:48 | 00:26 | ▲ |
| Food Bank | 71% | 65% | 42% | ▼ | 4.7% | 8.7% | 27.6% | ▼ | 01:06 | 01:26 | 05:45 | ▼ |
| Emergency Home Care | 87% | 85% | 88% | ▲ | 4.8% | 5.1% | 4.2% | ▼ | 00:13 | 00:14 | 00:14 | |
| Emergency Home Care | 88% | 73% | 87% | ▲ | 3.7% | 3.3% | 4.1% | ▼ | 00:11 | 00:14 | 00:17 | ▼ |
| Emergency Social Work | 87% | 86% | 88% | ▲ | 4.2% | 4.4% | 3.5% | ▲ | 00:16 | 00:17 | 00:19 | ▼ |
| Interpretation | 64% | 88% | 96% | ▲ | 10.0% | 11.8% | 5.0% | ▲ | 00:53 | 00:09 | 00:02 | ▲ |
| ITS Daytime | 75% | 87% | 82% | ▼ | 7.7% | 4.5% | 11.0% | ▼ | 00:12 | 00:06 | 00:39 | ▼ |
| 1 Edinburgh | 53% | 56% | 43% | ▼ | 9.6% | 8.4% | 11.8% | ▼ | 01:16 | 01:14 | 02:10 | ▼ |
| Repairs Direct | 41% | 56% | 39% | ▼ | 21.2% | 13.0% | 18.6% | ▼ | 03:05 | 01:56 | 03:24 | ▼ |
| Repairs Planners | 71% | 71% | 72% | ▲ | 8.2% | 7.8% | 5.3% | ▲ | 00:36 | 00:36 | 00:39 | ▼ |
| SCD Professional Adult | 52% | 39% | 59% | ▲ | 9.2% | 12.2% | 8.2% | ▲ | 01:03 | 01:35 | 01:09 | ▲ |
| SCD Public Adult | 46% | 32% | 54% | ▲ | 17.2% | 26.2% | 14.6% | ▲ | 02:01 | 03:35 | 02:25 | ▲ |
| Welfare Fund Community | 53% | 48% | 45% | ▼ | 10.2% | 12.1% | 11.7% | ▲ | 02:16 | 03:07 | 03:13 | ▼ |
| Welfare Fund Crisis | 44% | 44% | 42% | ▼ | 10.7% | 11.3% | 7.1% | ▲ | 04:14 | 04:52 | 06:21 | ▼ |
| Repairs - Tradesman | 55% | 64% | 54% | ▼ | 9.7% | 7.6% | 8.9% | ▼ | 00:52 | 00:40 | 01:16 | ▼ |
| Repairs - Quality Care | 51% | 59% | 47% | ▼ | 5.3% | 5.3% | 5.4% | ▼ | 01:01 | 00:47 | 01:26 | ▼ |
| Special Waste Uplifts | 50% | 51% | 38% | ▼ | 8.6% | 8.3% | 13.4% | ▼ | 02:50 | 02:50 | 02:55 | ▼ |
| Waste | 68% | 64% | 40% | ▼ | 4.2% | 3.7% | 8.7% | ▼ | 01:12 | 01:10 | 02:18 | ▼ |
| Environment | 63% | 61% | 38% | ▼ | 5.9% | 5.4% | 10.9% | ▼ | 01:21 | 01:13 | 02:36 | ▼ |
| Missed Collections | 67% | 64% | 46% | ▼ | 4.6% | 4.8% | 9.3% | ▼ | 01:14 | 01:07 | 02:00 | ▼ |
| FM Helpdesk | 86% | 78% | 89% | ▲ | 5.8% | 9.5% | 3.2% | ▲ | 00:15 | 00:23 | 00:12 | ▲ |
| Building Standards | 77% | 68% | 60% | ▼ | 2.1% | 4.8% | 5.6% | ▼ | 00:29 | 00:52 | 01:03 | ▼ |
| Planning | 76% | 68% | 61% | ▼ | 2.0% | 3.7% | 5.7% | ▼ | 00:33 | 00:52 | 01:02 | ▼ |
| PBS Building Payments | 83% | 67% | 57% | ▼ | 3.3% | 6.3% | 9.7% | ▼ | 00:22 | 00:48 | 01:16 | ▼ |
| CE Local Office | 74% | 71% | 71% | | 9.5% | 7.4% | 8.0% | ▼ | 00:25 | 00:32 | 00:29 | ▲ |
| EE Local Office | 72% | 69% | 70% | ▲ | 7.2% | 7.4% | 6.8% | ▲ | 00:38 | 00:41 | 00:32 | ▲ |
| NE Local Office | 70% | 70% | 74% | ▲ | 7.1% | 6.6% | 3.5% | ▲ | 00:36 | 00:36 | 00:30 | ▲ |
| SE Local Office | 78% | 73% | 73% | | 6.3% | 6.6% | 4.6% | ▲ | 00:27 | 00:32 | 00:30 | ▲ |
| SWE Local Office | 72% | 73% | 72% | ▼ | 10.9% | 8.5% | 6.3% | ▲ | 00:25 | 00:25 | 00:33 | ▼ |
| WE Local Office | 70% | 70% | 70% | | 10.5% | 9.4% | 7.8% | ▲ | 00:33 | 00:33 | 00:30 | ▲ |

**Commentary**

- Calls answered within 30 seconds – 13/39 with improving trend
- Abandonment target – 17/39 with improving trend
- Average Wait Times – 11/39 with improving trend
- Business cases and improvement plans developed to address services outside tolerance - utilising flexible resource and new processes to support the customer journey

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 7 August 2018**

## Welfare Reform - Update

| | |
|---|---|
| **Item number** | 8.3 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

This update details the Council's ongoing welfare reform activities, including the benefit cap, the short term benefit advance and local housing allowance in Edinburgh.

The discretionary housing payment (DHP) funding has been devolved to the Scottish Government and the Council's initial allocation for 2018/19 is £5.2m, with a further top up due later in the year. This will be determined by demand and the fund continues to be monitored to ensure appropriate spend.

# Report

# Welfare Reform - Update

## 1. Recommendations

1.1 It is recommended that the Corporate Policy and Strategy Committee note:

    1.1.1 the ongoing work to support Universal Credit (UC) and Welfare Reform, in Edinburgh;

    1.1.2 the current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund; and

    1.1.3 agree to the removal of paper forms in favour of online benefit application, with appropriate support for all claimants.

## 2. Background

2.1 The Welfare Reform update is reported to the Corporate Policy and Strategy Committee on a quarterly basis and aligns with the Working Group meeting cycle. The last report was considered by Committee on 8 May 2018.

## 3. Main report

**Universal Credit (UC) - Overview, Scottish Choices and Caseload**

3.1 The rollout of full service Universal Credit across Edinburgh will now begin on 28 November 2018.

3.2 It has been confirmed that citizens in receipt of Severe Disability Premium will now remain on legacy benefits until they are moved as part of the managed migration to UC. Once migrated, transitional protection will apply where the legacy entitlement is more than the UC payment. Consideration for retrospective protection will also be given by the Department for Works and Pensions for any citizen that has already moved to UC.

3.3 Between July 2019 and 2023 the Department for Works and Pensions (DWP) will progress the final phase of the UC rollout and will manage the migration of all remaining benefit claimants to UC. This migration will be carried out in line with the Universal Credit (Transitional Provisions) (Managed Migration) Amendment Regulations 2018. These regulations are currently in draft and have still to be agreed.

3.4 Once the Universal Credit rollout has been completed the UK Government will begin incorporating Housing Benefit for pensioners into the Pension Credit scheme. This means that City of Edinburgh Council expect to be delivering Housing Benefit for pensioners up to and potentially beyond 2023.

3.5    In October 2017 the UC Scottish Choices (also known as the Scottish flexibilities) were made available to people making a new claim for UC in full service areas. This was subsequently extended to everyone with an existing UC claim in full service areas from 31 January 2018.

3.6    The UC Scottish choices give people in Scotland the option to receive their UC award either monthly or twice monthly, and to have the housing costs in their UC award paid directly to their landlord in both the private and social rented sector. People can choose one or both choices. The UC Scottish choices are currently available in Full Service local authorities, and will be available to Edinburgh citizens when the full service is implemented in November.

3.7    The Scottish Federation of Housing Associations (SFHA) is currently consulting with Department of Work and Pensions ( DWP) over the  existing payment scheduling process for direct payments to landlords.  This is because some Landlords are being paid housing costs directly by the DWP every four weeks, as opposed to the payments being synchronised with the date tenant's receive their UC award. This is resulting in landlords being paid up to four weeks later than the UC payment date, which can cause tenant rent arrears.

3.8    In May 2018 the DWP reported there were 2164 UC claimants in Edinburgh of which 1228 were seeking work and 936 already had an element of employment.

**Benefit Advance Refusal Rates**

3.9    In May 2018 members queried why the Council's FOI regarding refusal rates on Short Term Benefit Advances (STBA) had been denied by DWP.  STBA applications are recorded by each Job Centre but to identify applications processed by each local centre would require a manual process to retrieve and review the applications to identify relevant claims. As a result the FOI was rejected under the FOI cost exception.

3.10   As a follow up, DWP was asked whether national statistics are available. Data is held at regional and national level for other Working Age benefits (Jobseekers Allowance (JSA), Employment Support Allowance (ESA) and Income Support (IS)) but this data is incomplete. The provision of an accurate data set would again require manual intervention that would fall within the standard FOI exemptions.

3.11   In respect of UC there are published statistics available regarding payment advances. The link below provides ad hoc statistics on payment advances for claims to UC for May 2016 to June 2017.

https://www.gov.uk/government/statistics/universal-credit-payment-advances-may-2016-to-june-2017

3.12   It should be noted, that as part of the changes announced in the Chancellor's Autumn statement, 100% advances are available to all claimants entering full service UC and repaid over a period of 12 months.   No new claims for UC can be made in Edinburgh until full service is implemented.

**Personal Budgeting Support Referrals and Assisted Digital Support and UC**

3.13 Personal budgeting support continues to be made available in line with the delivery partnership agreement with DWP. The demand for this has been low, despite instances of co-location to give citizens' instant access to the service. Council Officers met with DWP officers in May 2018 to discuss plans for an enhanced service. To ensure effective support is in place for Citizens a workgroup comprising of Council and DWP officers has now been created and the enhanced service will be operational in advance of Edinburgh's entry into UC full service

**Council Housing Services and UC**

3.14 At the end of June 2018 there were 453 council tenants known to be receiving UC compared to 523 tenants in December 2017. The total value of rent due to be collected from tenants on UC is currently approximately £190k per month, £2.29m per annum.

**Temporary and Supported Accommodations**

3.15 Households in temporary accommodation affected by the benefit cap and/or under occupancy are provided with advice and assistance in applying for DHP.

3.16 Currently there are 17 households who are under occupying that are in temporary accommodation. Whilst every effort is made to locate citizens in size appropriate housing, this is not always possible due to the availability of properties at short notice. These households are entitled to claim DHP relevant to any under occupancy.

3.17 Citizens entering temporary accommodation who are in receipt of UC now apply for Housing Benefit to cover their housing costs. This arrangement will remain in place until April 2020 to allow alternative funding arrangements to be finalised by the DWP.

**Advice Services**

3.18 As previously reported the Advice Service Review is currently on schedule to complete by 30 September 2018. This includes a review of internal advice provision and the external grants and contracts funded by Safer and Stronger Communities.

3.19 A Public Information Notice was published on 3 April 2018, to allow partner agencies to express an interest. The planned meetings for May 2018 went ahead with providers to discuss proposals. No decisions have been made on the way forward, but further updates will be provided.

**Benefit Cap**

3.20 The table below shows the number of benefit cap cases applied in each tenure type and the average weekly loss in Benefit for these citizens. The figures include benefit cap cases up to 30 June 2018.

| Tenure | No of Households Affected | Average Weekly Loss in Benefit | % of all Benefit Cap Cases | Number in receipt of DHP | Average Weekly award of DHP |
|---|---|---|---|---|---|
| Temporary Accommodation | 155 | £41.31 | 30% | 50 | £68.60 |
| Mainstream Council Tenancies | 71 | £51.54 | 14% | 19 | £50.15 |
| Private Rented Sector | 108 | £29.25 | 21% | 24 | £51.12 |
| Housing Association (RSL) | 26 | £4.20 | 5% | 5 | £44.10 |
| LINK PSL | 156 | £216.03 | 30% | 34 | £67.72 |
| Total | 516 | | 100% | 132 | £56.33 |

3.21    The total number of claimants affected by the benefit cap has been less than anticipated, with a total of 516 households affected up to 30 June 2018.

**LHA Rates in Edinburgh**

3.22    Previously LHA rates were set at the 50th percentile of market rents, however the LHA rate was reduced, as part of welfare reform, to the 30th percentile. In 2018, the target affordability fund (TAF) was introduced to reinvest some of the savings from the ongoing LHA freeze into increases for those LHA rates that have fallen furthest from the 30th percentile. The table overleaf shows the increase in 2018/19 of 1 bed and 2 bed rates in the Lothians

| Lothian BRMA | 2017/18 LHA | 30th percentile market rents September 2017 | Last determined rate; frozen or reduced or uplifted by 3% TAF | 2018/19 LHA | TAF 3% uplift applied |
|---|---|---|---|---|---|
| Shared | £68.27 | £78.25 | £68.27 | £68.27 | No |
| 1 bed | £120.02 | £143.84 | £123.62 | £123.62 | Yes (+£3.60) |
| 2 bed | £145.43 | £178.36 | £149.79 | £149.79 | Yes (+£4.56) |
| 3 bed | £186.47 | £218.63 | £186.47 | £186.47 | No |
| 4 bed | £276.92 | £310.68 | £276.92 | £276.92 | No |

**Council Tax Reduction Scheme (CTRS)**

3.23    The national Settlement and Distribution Group have allocated the Council £26.672m in CTRS funding for 2018/19.  The Council were allocated £26.467m for

2017/18. No significant changes have been made to the scheme. Appendix 1 outlines the Council's CTRS spend to 30 June 2018.

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

3.24 Crisis Grants and Community Care Grant applications for March were considered for low priority cases. Appendix 2 outlines the Council's SWF spend profile at 30 June 2018

3.25 One SWF 2nd Tier Reviews heard by the SPSO between 1 April 2018 and 30 June 2018. This was not upheld by the panel.

3.26 The table below details the 2018/19 budget allocation:

| Grant | Budget 2018/19 | Carry Over to 2018/19 | Total Budget | 2018/19 Spend April to June |
|---|---|---|---|---|
| Crisis Grants | £578,986.75 | £0.00 | £578,986.75 | £146,707.48 |
| Community Care Grants | £1,716,960.25 | £0.00 | £1,716,960.25 | £491,598.20 |
| Total | £2,295,947.00 | £0.00 | £2,295,947.00 | £638,305.68 |

**Discretionary Housing Payments (DHP)**

3.27 The DHP budget from the Scottish Government has been allocated in two streams: Under Occupancy Mitigation and Other DHPs. The allocation for Edinburgh for 2018/19 is as follows:

- Under Occupancy mitigation - The funding will be allocated in two tranches and is based on forecasted Under Occupancy charges. The first tranche of funding is £3.2m 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 £2m. This is compared to £1.7m from the DWP for 2017/18.

3.28 Due to additional funding for 2018/19 it is anticipated that longer awards will be made to citizens who are eligible for a payment of DHP

3.29 As of 30 June 2018, the Council's DHP financial position is:

| | |
|---|---|
| Total Fund for 2018/19 | £5,225,418* |
| Net Paid to Date | £1,346,781.84 |
| Committed pending related benefit process | £3,191,548.53 |

*exclusive of additional 20% to be allocated in 2019.

3.30 There have been 5251 DHP applications up to 30 June 2018 of which 119 were refused. The overall refusal rate is 2.26%, this compares to 4.01% at 30 June 2017.

The most common reasons for refusal is where a customer's income exceeds their expenditure.

3.31 Appendix 3 outlines the Council's DHP spend profile at 30 June 2018. The additional Scottish Government funding is expected to fully mitigate under occupancy in 2018/19.

**Scottish Social Security**

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

3.33 The Agency will have a central location in Glasgow and Dundee but with a local presence, utilising existing public sector locations across Scotland. National recruitment for the agency has commenced, with currently 80 positions being filled.

3.34 The Social Security (Scotland) Bill provides a mechanism to pay the Carer's Allowance supplement at the earliest opportunity (late summer 2018). The Carer's Allowance supplement will be paid to citizens who make a new claim for Carer's Allowance and payment will be bi-annual.

3.35 Once the identified devolved benefits have been rolled out in Scotland, citizens will have the opportunity to apply for these benefits on-line.

3.36 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 is the main liaison contact with Scottish Social Security. The Council met with the new agency's Local Delivery Manager for the East of Scotland on 3 July 2018 to discuss collaborations in the future delivery. The Agency is in the process of appointing a Local Delivery Manager for Edinburgh and the Council will continue to liaise to progress opportunities.

**Removal of Paper Forms for Housing Benefit/Council Tax Reduction**

3.37 The Integrated Impact Assessment has is available at http://www.edinburgh.gov.uk/directory_record/1012158/paperless_benefit_forms. This highlights that no detrimental impacts to this change were identified, with appropriate support in place for all claimants.

**Citizens' Basic Income**

3.38 In May, the Scottish Government confirmed funding for four local authorities – City of Edinburgh, Fife, Glasgow, and North Ayrshire, to work together to research and explore the feasibility of local pilots of a Citizen's Basic Income in Scotland.

3.39 Internally, the project is being led by the Strategy and Insight Division with a cross Directorate working group providing expertise in multiple areas, including the Council's Customer Manager - Transactions. The group will also promote links with DWP during this investigatory period.

3.40 A Project Manager is being recruited, in partnership with the Improvement Service, who will work with local authority leads to coordinate the feasibility research and implement the work programme. This includes compiling a business case for the pilots, to be presented to the Scottish Government and local authorities by September 2019. The learning from this work will be used to inform a decision about whether the Scottish Government will continue to support the implementation of local pilots of Basic Income, and whether plans will progress beyond the feasibility / design phase.

3.41 Initial engagement has commenced with DWP. To support this engagement, the Local authorities group has started to compile a list of practical considerations in designing a Citizen's Basic Income pilot, particularly in relation to how this might interact with existing tax and benefits systems.

## 4. Measures of success

4.1 The success of the programme will continue 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.

- Customer satisfaction with support and access to digital service.

## 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 any of its proposals.

## 8. Sustainability impact

8.1 Welfare Reform is expected to have general implications for environmental and sustainability outcomes, for example in relation to fuel poverty 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 with the looking at the impacts of Welfare Reform, namely 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.

## Background reading/external references

Welfare Reform – Update to Corporate Policy and Strategy Committee, 27 February 2018

Welfare Reform – Update to Corporate Policy and Strategy Committee, 3 October 2017

**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

## Appendices

Appendix 1 – Council Tax Reduction Scheme Spend

Appendix 2 – Scottish Welfare Fund Spend

Appendix 3 – Discretionary Housing Payment Spend

**Council Tax Reduction Scheme Spend**

## CTRS Distribution 2018/19



| | 30/04/2018 | 31/05/2018 | 30/06/2018 | 31/07/2018 | 31/08/2018 | 30/09/2018 | 31/10/2018 | 30/11/2018 | 31/12/2018 | 31/01/2019 | 28/02/2019 | 31/03/2019 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| available | 1,806,242 | 1,773,175 | 1,790,109 | | | | | | | | | |
| Committed (future awards) | 22,793,611 | 20,749,021 | 18,661,418 | | | | | | | | | |
| Spend to date (Cum. Avg) | 2,072,146 | 4,149,804 | 6,220,473 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

■ Spend to date (Cum. Avg)　■ Committed (future awards)　■ available
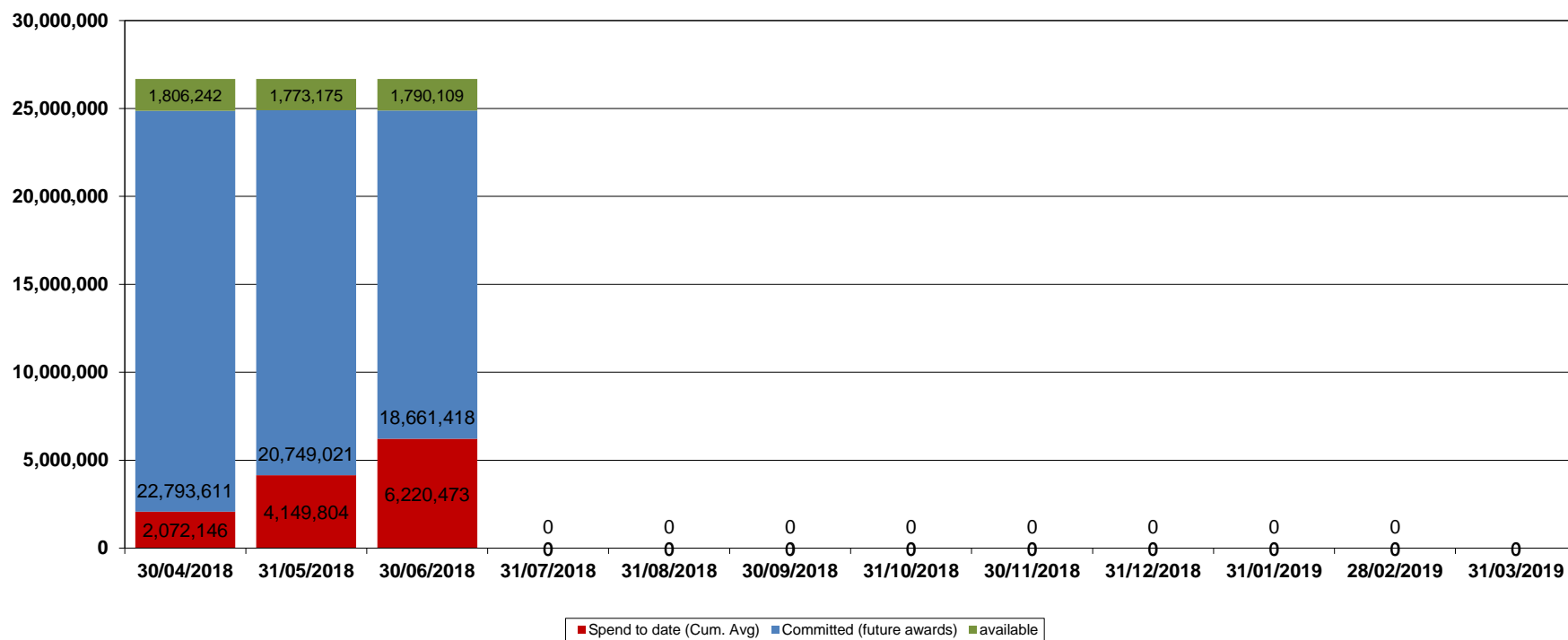
# Scottish Welfare Fund Spend

### Crisis Grant Allocation 2018/19



2018/19 Spend to date     Total fund     2017/18 Spend to date
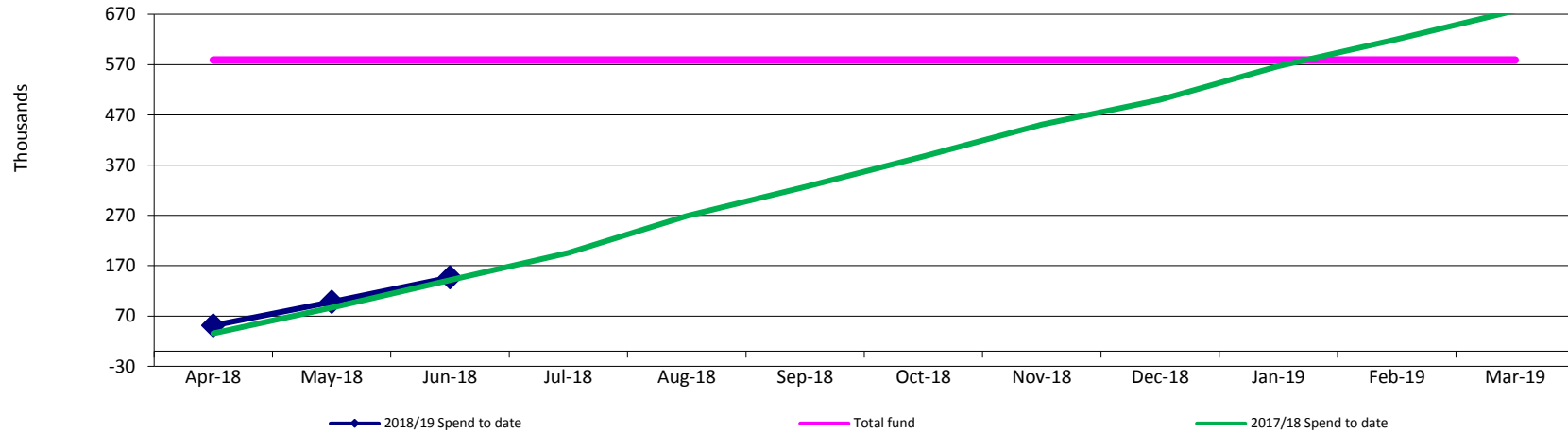
### Community Care Grant Allocation 2018/19
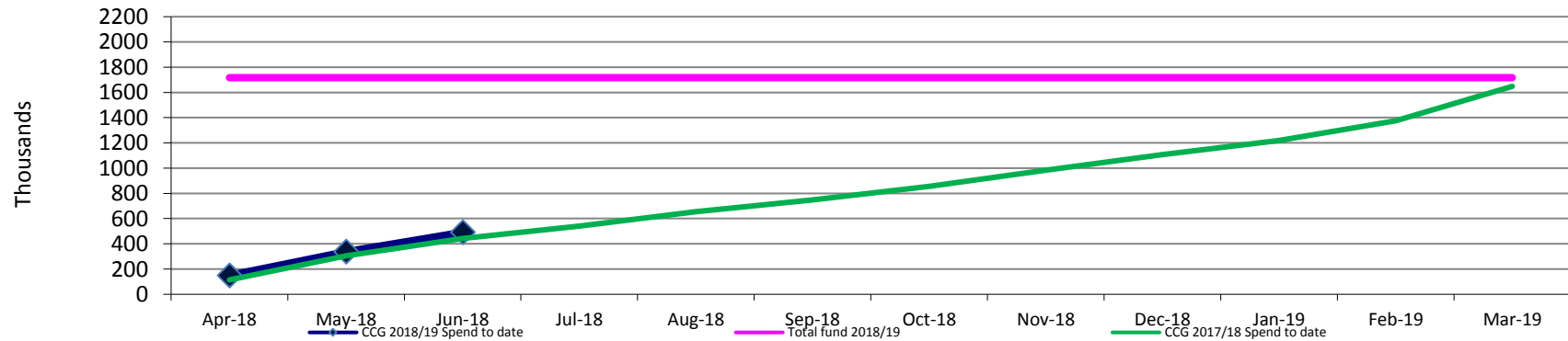


CCG 2018/19 Spend to date     Total fund 2018/19     CCG 2017/18 Spend to date

## Discretionary Housing Payment Spend



**DHP Fund Allocation 2018/19**

Total fund incl 20% top up

| | April 2018 | May 2018 | June 2018 | July 2018 | August 2018 | September 2018 | October 2018 | November 2018 | December 2018 | January 2019 | February 2019 | March 2019 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Upper | 3,227,612 | 3,378,686 | 3,191,549 | | | | | | | | | |
| Lower | 452,961 | 898,915 | 1,346,781 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
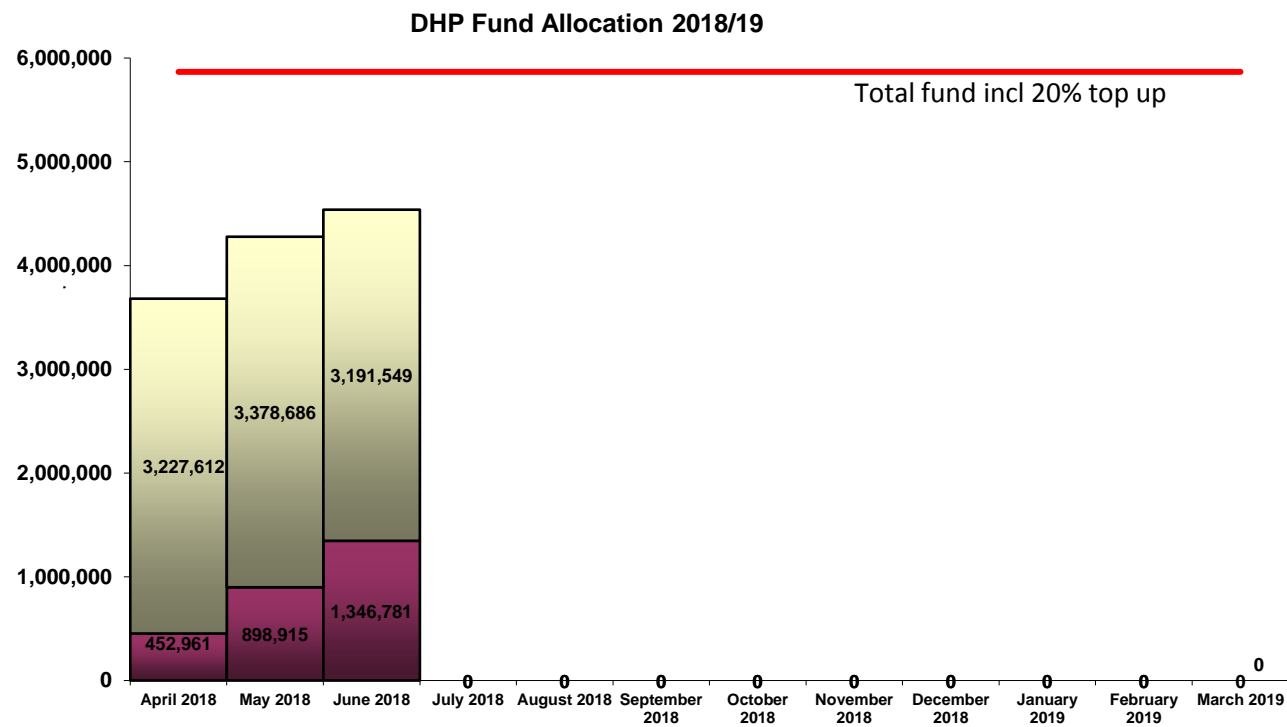
# Corporate Policy and Strategy Committee

**10.00am, Tuesday 7 August 2018**

## Appointments to Working Groups 2018/2019

| | |
|---|---|
| **Item number** | 8.4 |
| **Report number** | |
| **Executive/routine** | Routine |
| **Wards** | |

## Executive Summary

The Corporate Policy and Strategy Committee is required to appoint the membership of its Working Groups for 2018/19. The proposed membership structures and remits of each are detailed in Appendix 1 of this report.

# Report

## Appointments to Working Groups 2018/2019

### 1. Recommendations

1.1 To appoint the membership of the Working Groups as set out in Appendix 1.

### 2. Background

2.1 The Committee is required annually to appoint the membership of its Working Groups.

2.2 The Corporate Policy and Strategy Committee on 8 August 2017 appointed membership to the Welfare Reform Working Group, the Brexit Working Group and the Redford Barracks Working Group for 2017/18, respectively.

### 3. Main report

3.1 The Committee is requested to reappoint the membership of its Working Groups for 2018/19 as detailed in Appendix 1 of the report.

3.2 While there is no requirement for the membership of working groups to be proportionate to that of the Council, it is suggested that this is good practice. The proposed membership has therefore been adjusted to reflect the overall political balance on the Council. It is, however, open to the Committee to alter the membership where it feels this is warranted.

### 4. Measures of success

4.1 Working groups are appointed to review any areas of interest to the Committee.

### 5. Financial impact

5.1 Not applicable.

### 6. Risk, policy, compliance and governance impact

6.1 Not applicable.

### 7. Equalities impact

7.1 Not applicable.

### 8. Sustainability impact

8.1 Not applicable.

## 9.    Consultation and engagement

9.1    Not applicable.

## 10.    Background reading/external references

10.1    [Minute of the Corporate Policy and Strategy Committee – 8 August 2017](#)


**Andrew Kerr**

Chief Executive

Contact:      Jamie Macrae, Committee Officer

Email:        [jamie.macrae@edinburgh.gov.uk](mailto:jamie.macrae@edinburgh.gov.uk) | Tel: 0131 553 8242


## 11.    Appendices

Appendix 1 – Appointments to Working Groups

| |
|---|
| **Brexit Working Group** – 7 members – 2 SNP, 2 Conservative, 1 Labour, 1 Green and 1 SLD |

| |
|---|
| **Proposed Membership** – Councillors<br><br>This group did not meet in 2017/18.<br><br>**Remit**<br><br>The current remit of the Working Group is:<br><br>• To consider the impact of the result on Edinburgh residents and Council customers particularly vulnerable households and communities.<br>• To consider the impact of the result and related uncertainty on the Council workforce, Council partners and key suppliers/contractors.<br>• To consider the impact of the result on planned Council projects and service delivery.<br>• To consider the impact of the result on Council budgets and finances.<br>• To receive reports and updates from the Community Forum established by the Communities and Neighbourhoods Committee at their meeting on 27 September 2016. |

| |
|---|
| **Redford Barracks Working Group** – 7 members - 2 SNP, 2 Conservative, 1 Labour, 1 Green and 1 SLD |

| |
|---|
| **Proposed Membership** – Councillors Aldridge, Arthur, Kate Campbell, Corbett, Doggart, Gardiner and Rust.<br><br>The Working Group previously appointed Co-Chairs, one of whom was Convener of the Housing and Economy Committee. Committee is asked to endorse this approach for 2018/19.<br><br>This group met twice in 2017/18.<br><br>**Remit**<br><br>The current remit of the Working Group is:<br><br>• To consider the future of Redford Barracks and surroundings, including alternative land uses should the Barracks close.<br>• In doing so, to ensure that locally elected members, Pentlands Neighbourhood Partnership, local community councils and other constituted groups are regularly updated on developments. |

- The Working Group will meet as appropriate. Its final conclusions and recommendations will be submitted to the Corporate Policy and Strategy Committee for consideration.

**Welfare Reform Working Group** – 7 Members – 2 SNP, 2 Conservative, 1 Labour, 1 Green and 1 SLD

**Proposed Membership** – Councillors Aldridge, Kate Campbell, Doggart, Gordon, Henderson, McLellan, Rae.

This group met three times in 2017/18.

**Remit**

The current remit of the Working Group is:

- To monitor the implementation and impact of various benefits changes and to contribute to consideration of further measures to support tenants and recipients of benefits
- To keep under review the implementation and impact of the Council's 'no evictions' policy
- To consider the application and impact of the Discretionary Housing Payments policy
- To monitor the position in respect of rent arrears and any implications
- To monitor the implementation of the Scottish Welfare Fund
- To monitor the implementation and impact of PIP (Personal Independence Payments) and Universal Credit

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 7 August 2018**

# Accounts Commission – Local Government in Scotland – Challenges and Performance 2018 - referral from the Governance, Risk and Best Value Committee

| | |
|---|---|
| **Item number** | 8.5 |
| **Report number** | |
| **Wards** | All |

## Executive summary

The Governance, Risk and Best Value Committee on 5 June 2018 considered a report detailing the Accounts Commission's complementary, forward-looking report assessing councils' readiness to confront the growing challenges that lay ahead following its earlier Scotland-wide review of 2016/17 local government financial performance.

The report has been referred to the Corporate Policy and Strategy Committee for its consideration.

# Terms of Referral

## Accounts Commission – Local Government in Scotland – Challenges and Performance 2018

### Terms of referral

1.1 On 5 June 2018 the Governance, Risk and Best Value Committee considered a report detailing the Accounts Commission's complementary, forward-looking report assessing councils' readiness to confront the growing challenges that lay ahead following its Scotland-wide review of 2016/17 local government financial performance.

1.2 The joint report by the Chief Executive and the Executive Director of Resources indicated that the report re-emphasised a number of previous messages of relevance to all councils in Scotland, including the need for robust financial and service planning, appropriately resourced transformational change programmes and close working with elected members and communities in prioritising services to deliver key outcomes and secure financial sustainability.

1.3 The Governance, Risk and Best Value Committee agreed:

1.3.1 To note the report by the Executive Director of Resources.

1.3.2 To refer the report to all Executive Committees for consideration, with particular emphasis on the issues raised in Paragraphs 3.4 and 3.6.3 of the report.

### For Decision/Action

2.1 The Corporate Policy and Strategy Committee is asked to consider the attached Challenges and Performance 2018 report.

### Background reading / external references

Minute of Governance, Risk and Best Value Committee – 5 June 2018

**Laurence Rockey**
Head of Strategy and Insight

Contact:       Louise Williamson, Assistant Committee Officer

Email:       louise.p.williamson@edinburgh.gov.uk | Tel: 0131 529 4264

## Links

| Appendices | Appendix 1 – Accounts Commission:  Local Government in Scotland – Challenges and Performance 2018 |
|---|---|

# Governance, Risk and Best Value Committee

## 10.00am, Tuesday, 5 June 2018

## Accounts Commission: Local Government in Scotland – Challenges and Performance 2018

| | |
|---|---|
| **Item number** | 7.4 |
| **Report number** | |
| **Executive/routine** | Routine |
| **Wards** | n/a |
| **Council Commitments** | n/a |

## Executive summary

Following the publication in November 2017 of its Scotland-wide review of 2016/17 local government financial performance, the Accounts Commission has now issued a complementary, forward-looking report assessing councils' readiness to confront the growing challenges that lie ahead. The report re-emphasises a number of previous messages of relevance to all councils in Scotland, including the need for robust financial and service planning, appropriately-resourced transformational change programmes and close working with elected members and communities in prioritising services to deliver key outcomes and secure financial sustainability.

# Report

## Accounts Commission: Local Government in Scotland – Challenges and Performance 2018

### 1. Recommendations

1.1 Members of the Governance, Risk and Best Value Committee are asked to:

1.1.1 note the contents of the report; and

1.1.2 refer the report to the Finance and Resources Committee for its consideration.

### 2. Background

2.1 At the meeting of the Governance, Risk and Best Value Committee on 16 January 2018, members considered the key findings of the Accounts Commission's Financial Overview 2016/17 report. The report concluded that in light of increasing demand and reducing funding, the financial challenges facing all councils had continued to grow, with savings correspondingly more difficult to identify and greater use made of reserves, in some cases to support routine service delivery.

2.2 Given an accompanying increase in debt levels in some authorities, robust medium-term planning, transparent reporting and effective leadership were identified as being key to securing on-going financial sustainability. In confronting the challenges of necessary service redesign and prioritisation, close working amongst officers, councillors, stakeholders and partners will be vital.

2.3 As in 2016/17, the financial overview report has been supplemented by a follow-up *Challenges and Performance* report, released on 5 April 2018, providing a high-level, independent view of the challenges facing councils, assessing how well they are addressing these and what more they can do going forward. The recommendations of the report intentionally complement those set out in the earlier Financial Overview.

2.4 The *Challenges and Performance* report's findings are aimed primarily at councillors and senior officers, supporting them in their increasingly complex and demanding roles. As with previous similar reports, a self-assessment checklist (with the corresponding questions included at relevant points within the report) is provided to assist councillors in understanding their own council's position and scrutinising its performance, thereby informing the difficult decisions that

undoubtedly lie ahead.  [An interactive online tool](#), facilitating inter-authority comparison of councils' performance, has also been developed.

2.5    As with similar previous publications, in view of its Scotland-wide coverage, the report's contents are correspondingly general, although the underlying issues presented resonate with those faced within Edinburgh.  Other reports focusing specifically on the Council's activities are, however, regularly considered by the Finance and Resources and Governance, Risk and Best Value Committees.  Of particular relevance is the Council's own [Annual Audit Report](#), considered by the Governance, Risk and Best Value Committee on 26 September 2017.

## 3.    Main report

### Overview of report and key messages

3.1    The Accounts Commission report comprises three distinct sections.  The first (on pages 10 to 20) provides a succinct, high-level overview of the challenges facing all councils, with a useful summary of the key UK and Scottish policy drivers included on pages 11 to 13.  This overview also incorporates commentary and analysis of the differing impacts of demographic change on key demand-led services across Scotland's councils, all set against a backdrop of on-going reductions in real-terms funding levels and significant legislative reform.

3.2    Exhibit 4 on page 19 confirms Edinburgh's estimated overall population growth as the second-highest in Scotland in proportionate terms between 2014 and 2039, increasing by 21% over this period.  Within this overall increase, growth is particularly pronounced amongst those of pensionable age or above, amounting to almost 70%.  Expected growth in those aged 0 to 5 is also amongst the highest in Scotland.

3.3    The report highlights the resulting increase in the proportion of councils' budgets allocated to education and, in particular, health and social care, with a consequent impact on "non-protected" services outside these areas such as cultural services, regulatory functions and corporate services.  This emphasises not only the importance of effective service prioritisation but the need to consider different and innovative ways of managing demand within these core areas. Against a backdrop of reducing resources, protection needs to be relative rather than absolute, with all functional areas requiring to contribute in meeting overall savings targets.

3.4    The second and third sections of the report then proceed to examine how councils have responded to these challenges, emphasising that further incremental changes will not be sufficient to deliver the required level of savings and sustain performance improvement.  The report therefore reiterates the importance of longer-term financial planning, aligned with comprehensive workforce planning approaches, improved productivity and the importance of digital solutions to deliver savings and make services more efficient, as well as

the need for effective political and managerial leadership in considering all options for service delivery and transformation, underpinned by robust option appraisal.

**Relevance to Edinburgh**

3.5     As noted above, given the report's Scotland-wide coverage, there are few Edinburgh-specific references.  The report also provides considerable contextual information, intentionally complementing and reinforcing recommendations included in the earlier *Financial Overview* report.

3.6     On this basis, rather than commenting in detail on specific report references, members' attention is drawn to a number of the points made with regard to the earlier report as follows:

3.6.1   the Council was one of the first in Scotland to introduce a long-term financial plan, doing so in 2009.  The plan captures movements in key expenditure (and income) factors influencing the Council's activities.  The content of the plan is reviewed on a regular basis, with the outcome of the most recent review to be reported to the Finance and Resources Committee on 12 June 2018;

3.6.2   the Council adopted a corporate charging policy framework in June 2014, with increases in most discretionary fees and charges linked to wider changes in inflation rates to supplement the level of investment in key services;

3.6.3   in line with the position for Scotland as a whole, the Council has afforded relative protection to education and social work services in recent years' budgets.  As is set out in the report, however, given that expenditure in these areas accounts for over two-thirds of the Council's budget and is increasing with each year of relative protection, all areas need to contribute to addressing savings requirements going forward if financial sustainability is to be secured;

3.6.4   the Council was one of a minority in Scotland that increased their levels of reserves in 2016/17 against the backdrop of an overall Scotland-wide reduction of £32m.  The Council's 2016/17 external audit concluded that an effective approach to the management of reserves was in place, with the combination of unallocated and earmarked reserves appropriate to the risks it faces and the annual Risks and Reserves report considered by the Finance and Resources Committee identified as an example of good practice.  In this vein, the Council has applied earmarked reserves in 2017/18 in meeting, for example, building dilapidation liabilities and obligations associated with its waste disposal contract;

3.6.5   the Scotland-wide demand-driven nature of a number of service overspends in 2016/17 mirrors the experience in Edinburgh, with the 2018/19 budget framework subsequently providing additional investment in the areas of Health and Social Care and Safer and Stronger Communities.  This additional investment is, however, only affordable through the identification of corresponding savings elsewhere within the budget, with a consequent need for much more fundamental consideration of what the Council does and how it does it;

3.6.6   enhanced senior officer and elected member scrutiny at the inception, development and implementation stages have seen significant improvements in the proportion of savings subsequently delivered in recent years, with nearly 90% by value delivered in both 2015/16 and 2016/17;

3.6.7   no use of general (unallocated) reserves was assumed in approving either the 2017/18 or 2018/19 budget.  In view of external audit recommendations around enhancing in-year transparency of the use of earmarked reserves, however, a review of practice elsewhere is being undertaken and will be incorporated in subsequent Council-wide revenue monitoring reports;

## 4.   Measures of success

4.1   The report reiterates a number of principles of sound financial management and assesses councils' current practices against these.   The Council's own arrangements were assessed to be effective as part of the 2016/17 Annual Audit process, with expenditure contained within budget for the tenth successive year and almost 90% of approved savings delivered.

4.2   In the more immediate context of the 2018/19 financial year, the key targets are achieving a balanced overall budget outturn position and successful delivery of approved savings and key service performance indicators.

## 5.   Financial impact

5.1   Delivery of a balanced budget in any given year is contingent upon the development, and subsequent delivery, of robust savings, alongside management of all risks and pressures, particularly those of a demand-led nature.

# 6.    Risk, policy, compliance and governance impact

6.1    An annual report on the risks inherent in the budget process is considered by the Finance and Resources Committee, usually in January, and referred to Council as part of setting the revenue and capital budgets.

6.2    The savings assurance process is intended to ensure that, as far as is practicable, those proposals approved by Council deliver the anticipated level of financial savings in a way consistent with the expected service impacts outlined in the respective budget templates.  Subsequent delivery is reported to the Finance and Resources Committee on a quarterly basis.

6.3    Wider progress in the delivery of targeted outcomes is assessed as part of annual performance updates, the most recent of which was reported to Council in November 2017.  Going forward, Executive Committees will consider an overview of performance relevant to their area, scrutinising indicators, improvement actions, issues and opportunities, on an annual basis.

6.4    The performance framework will be reviewed annually and will include refreshing the measures, actions, milestones and targets to ensure that the data collected is useful in terms of being able to measure performance and delivery against strategic aims, outcomes and commitments. This annual cycle will ensure that the framework provides timely information needed to lead and scrutinise performance but with enough flexibility to be able to change and adapt as necessary.

6.5    The effectiveness of the Council's wider governance framework is similarly assessed on an annual basis, with the most recent such review reported to the Governance, Risk and Best Value Committee on 28 November 2017.

# 7.    Equalities impact

7.1    Proposals comprising the budget framework are assessed for their corresponding potential equalities and human rights impacts.  The results of this assessment are reported to the Finance and Resources Committee to allow members to pay due regard to them in setting the Council's budget.

# 8.    Sustainability impact

8.1    The proposals comprising the budget framework are also subject to an assessment of their likely corresponding carbon, climate change adaptation and sustainable development impacts, with the results reported to the Council as part of annual budget-setting.

## 9. Consultation and engagement

9.1 As in previous years, the Council's budget framework for 2018/23 was the subject of a number of weeks' engagement, with the key findings reported to the Finance and Resources Committee on 8 February 2018.

**Stephen S. Moir**                                    **Andrew Kerr**

Executive Director of Resources                  Chief Executive

Contact: Hugh Dunn, Head of Finance

E-mail: hugh.dunn@edinburgh.gov.uk | Tel: 0131 469 3150

Contact: Laurence Rockey, Head of Strategy and Insight

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

## 10. Background reading/external references

City of Edinburgh Council 2016/17 Annual Audit Report to the Council and Controller of Audit, Governance, Risk and Best Value Committee, 26 September 2017

Implementing the Programme for the Capital – Council Performance Framework 2017/22, City of Edinburgh Council, 23 November 2017

Corporate Governance Framework 2016/17, Governance, Risk and Best Value Committee, 28 November 2017

Accounts Commission – Local Government in Scotland – Financial Overview, Governance, Risk and Best Value Committee, 16 January 2018

## 11. Appendices

One – Accounts Commission – Local Government in Scotland – Performance and Challenges 2018

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 7 August 2018**

# Implementing the Programme for the Capital Coalition Commitments Progress to June 2018 - referral from the City of Edinburgh Council

| | |
|---|---|
| **Item number** | 8.6 |
| **Report number** | |
| **Wards** | All |

## Executive summary

The City of Edinburgh Council on 28 June 2018 considered a report on the progress of its business plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22) which had been built around 52 commitments the Council Administration had pledged to deliver over the next five years.

The report has been referred to the Corporate Policy and Strategy Committee for its consideration.

# Terms of Referral

## Implementing the Programme for the Capital Coalition Commitments Progress to June 2018

### Terms of referral

1.1     On 28 June 2018 the City of Edinburgh Council considered a report on the progress of its business plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22) which had been built around 52 commitments the Council Administration had pledged to deliver over the next five years.

1.2     The Council agreed:

**Motion**

1)      To review the progress against the 52 coalition commitments as outlined in Appendix 1 to the report by the Chief Executive;

2)      To note that the coalition commitments formed part of the wider Council Performance Framework, which included corporate performance indicators covering corporate performance and council service delivery.

3)      To note that 2017/18 corporate performance indicators and Local Government Benchmarking Framework (LGBF) 2016/17 ranking data would be presented to the Corporate Policy and Strategy Committee in August 2018

4)      To refer this report to the Corporate Policy and Strategy Committee for further scrutiny at its meeting in August 2018.

- moved by Councillor McVey, seconded by Councillor Day

**Amendment 1**

Council:

1.      Notes the Report "Implementing the Programme for the Capital" and considers that this report is potentially misleading and confusing;

2.      Specifically considers many of the actions, measures, metrics and targets in the Report are unclear or so general in assigning an outcome to cover a number of specific measures contained within a larger plan to render them meaningless;

3. Is concerned that so many commitments have yet to have a target, metric or baselines measure defined over a year into this Council term;

4. Further notes the Report contains only part of the Council's performance framework;

5. Agrees that a performance framework should measure outcomes and improvements to improve the transparency and accountability of the Council to residents so they can easily assess how the Council is managing the city;

6. Regrets the lack of measures in the Appendix to determine the status of each commitment and therefore instructs the Chief Executive to (a) include in the Progress Report in Appendix 1 the latest metric for each measure as at August 2017, in order to assess progress from the date the Council adopted each commitment; and (b) to replace the words "increasing trend" and "decreasing trend" with specific measures that reflect the specific Council target for each commitment;

7. In addition specifically requests clarification/comment is made in relation to the following commitments continued in the last report to form part of the referral to the Corporate Policy and Strategy Committee:

   a) A Vibrant City C2 request data against each measure for the last two years available, to back up the "on track" assertion. Seeks clarity on what Employees in Employment is actually measuring, if not employment.

   b) A Vibrant City C7 notes that the failure to start any work on this commitment until August 2018 will give the opportunity to build on Cllr Graczyk's motion Disability Employment Gap, item motion 9.4 on this Council meeting's agenda

   c) A Vibrant City – C37 and C38: numbers should be stated (rather than solely percentage which can be misleading) along with the starting metric so progress can be assessed by both percentages and actual numbers and status should be changed to reflect the deterioration in performance in health and social care measures since the minority Administration took office;

   d) A Vibrant City – C39: amend the status to "off track" to reflect the expected reduction in use of leisure facilities by sports clubs as a result of cost increases;

   e) A City of Opportunity – C1: a measure of approvals is not a measure of delivery and the "on track" reference needs to be clarified given approvals are running at less than required for this year and 1,475 of approvals for 2017/18 equates to 14.75% of the

10,000 homes required and the report does not make it clear how these figures, even with the future plans indicated, constitute 'on track';

f)      A City of Opportunity – C10: the competence of appearing to change site allocations within LDP outwith the LDP process to be assessed;

g)      A City of Opportunity – C30: questions the "on track" reference when the baseline requires to be established;

h)      A City of Opportunity – C33: questions the meaningfulness of the "on track" reference to the entire item when the actions refers to a previous plan;

i)      A Resilient City – C18: replace "increase" in the target for this commitment with "decrease" or otherwise explain figures;

j)      A Resilient City – C19: explanation of how identifying funding requirements is a metric;

k)      A Resilient City – C22: questions why the assumption of tram delivery is assumed and dependent on full consultation rather than examination of the business case;

l)      A Resilient City – C23: further evidence to be provided of the "decreasing trend";

m)      A Resilient City – C24: explanation as to how "Increase Reporting / Decrease Incidents" is a target and replaces with a specific measurable target;

n)      A Resilient City – C51: questions why this notes the 'number of antisocial behaviour complaints per 10K population was 41.39% for 16/17' and the target is to have a 'Decreasing Trend', yet a Briefing note to ECSP on January 25th 2018 notes that there had been an increase;

o)      An Empowering Council – C52: considers there remains a lack of clarity in relation to the formation and remit of localities committees and also that non-attendance at Locality meetings is a serious concern;

p)      A Forward Looking Council C21 could it be explained what failure has led to this commitment not gaining an achieved status in this report.

- moved by Councillor Doggart, seconded by Councillor Mowat

**Amendment 2**

1) To review the progress against the 52 coalition commitments as outlined in Appendix 1 to the report by the Chief Executive;

2) To note that the coalition commitments formed part of the wider Council Performance Framework, which included corporate performance indicators covering corporate performance and council service delivery.

3) To note that 2017/18 corporate performance indicators and Local Government Benchmarking Framework (LGBF) 2016/17 ranking data would be presented to the Corporate Policy and Strategy Committee in August 2018

4) To refer this report to the Corporate Policy and Strategy Committee for further scrutiny at its meeting in August 2018.

5) To further note the scale of transformation needed in Edinburgh to advance a greener, fairer, and more open city; and the need for radical change in active travel and public transport, in tackling the need for lower cost housing, in developing an economic prospectus which has sustainability at its heart, and many other areas; and notes the disappointing performance of the council administration in a number of key areas - including programme delays and wrong choices on active travel; continuing problems with waste services and waste reduction; major challenges with developing a school estate with community schools at their heart; significant shortfalls in capacity for social care; and the need to increase confidence in the planning system; among many others; and therefore looks forward to working constructively with all councillors to effect the scale of improvement expected by residents.

- moved by Councillor Main, seconded by Councillor Burgess

**Voting**

The voting was as follows:

| | | |
|---|---|---|
| For the Motion | - | 30 votes |
| For Amendment 1 | - | 18 votes |
| For Amendment 2 | - | 8 votes |

(For the Motion: The Lord Provost, Councillors Arthur, Barrie, Bird, Bridgman, Cameron, Ian Campbell, Kate Campbell, Child, Day, Dickie, Dixon, Donaldson, Doran, Fullerton, Gardiner, Gordon, Griffiths, Henderson, Howie, Key, Macinnes, McNeese-Mechan, McVey, Munro, Perry, Rankin, Watt, Wilson and Work.

For Amendment 1: Councillors Brown, Bruce, Jim Campbell, Cook, Doggart, Douglas, Graczyk, Hutchison, Johnston, Laidlaw, McLellan, Mitchell, Mowat, Rose, Rust, Smith, Webber and Whyte.

For Amendment 2: Councillors Booth, Burgess, Mary Campbell, Corbett, Main, Miller, Rae and Staniforth

Abstained: Councillors Aldridge, Gloyer, Lang, Osler, Neil Ross and Young.)

**Decision**

To approve the motion by Councillor McVey.


# For Decision/Action

2.1 The Corporate Policy and Strategy Committee is asked to consider the attached report.


# Background reading / external references

The City of Edinburgh Council – 28 June 2018


## Laurence Rockey
Head of Strategy and Insight

Contact:     Louise Williamson, Assistant Committee Officer

Email:       louise.p.williamson@edinburgh.gov.uk | Tel: 0131 529 4264

# Links

| **Appendices** | Appendix 1 – Implementing the Programme for the Capital Coalition Commitments Progress to June 2018 – report by the Chief Executive |
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# City of Edinburgh Council

**10.00am, Thursday, 28 June 2018**

# Implementing the Programme for the Capital: Coalition Commitments progress to June 2018

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| **Item number** | 8.3 |
| **Report number** | |
| **Executive/routine** | |
| **Wards** | |
| **Council Commitments** | |

## Executive Summary

The Council Business Plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22) was approved by the Council in August 2017. The plan has been built around 52 commitments the Council Administration have pledged to deliver over the next five years. This report sets out the progress against the 52 coalition commitments in the first year of the administration.

# Report

## Implementing the Programme for the Capital: Commitments progress to June 2018

## 1.    Recommendations

1.1    It is recommended that Council:

1.1.1   review the progress against the 52 coalition commitments as outlined in the report (Appendix 1);

1.1.2   note that the coalition commitments form part of the wider Council Performance Framework, which includes corporate performance indicators covering corporate performance and council service delivery;

1.1.3   note that 2017/18 corporate performance indicators and Local Government Benchmarking Framework (LGBF) 2016/17 ranking data will be presented to the Corporate Policy and Strategy Committee in August 2018; and

1.1.4   refer this report to the Corporate Policy and Strategy Committee for further scrutiny at its meeting in August 2018.

## 2.    Background

2.1    The Council Business Plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22) was approved at City of Edinburgh Council in August 2017. The plan sets out the administration's priorities and what will be achieved over the five-year period.

2.2    Given the importance of holding ourselves to account on delivery of commitments, a Performance Framework has been developed to support their implementation. The framework was approved by City of Edinburgh Council on 23 November 2017 and referred to Corporate Policy & Strategy Committee for further scrutiny.

2.3    A refined set of commitment measures and actions were presented to Corporate Policy and Strategy Committee on 27 February 2018. These were agreed, on the understanding that a final set of indicators would be submitted to the relevant Executive Committees for scrutiny and approval.

2.4    In the period May to June 2018, Executive Committees agreed the actions, measures, and targets for the commitments they are responsible for delivering. Executive Committees will consider performance and scrutinise indicators, improvement actions, issues, and opportunities on a regular basis.

## 3.    Main report

3.1    Since the Business Plan was agreed in August 2017, the Council has dedicated resources to ensure that plans are in place to deliver on the commitments, a number of which are longer term and are planned to be delivered over the course of the administration.

3.2    A detailed overview of the commitments, is outlined in Appendix 1. This highlights that significant progress has been achieved in:

- developing new strategies, improvement plans and projects to ensure the delivery of the commitments over the five-year term; and

- developing the actions, measures and, where applicable, targets required to deliver the commitments within planned or future work.

3.3    We have broken the commitments into three distinct groups:

| | | |
|---|---|---|
| "On Track" | commitment on track with the relevant actions and measures in place to monitor delivery | 46 commitments |
| "Commencing on" | planned to commence in 2018/19 | 5 commitments |
| "Off Track" | actions and measures have been identified, however timescales may not be achieved or, actions and measures have not yet been identified | 1 commitment (service lead requires to be identified) |

3.4    There have been a number of notable achievements in 2017/18. These include:

3.4.1    **Development of a new Economy Strategy for Edinburgh**

Promoting inclusion and innovation while tackling poverty are at the heart of the five-year Economy Strategy which was approved by the Housing and Economy Committee in June 2018.

The Strategy has been developed around three themes - innovation, inclusion and collaboration, and includes eight steps with actions plans to achieve this. The Council is now working with the public, private and third sectors in the city to deliver the strategy and fully explore the opportunities to promote, advance and sustain good growth practices.

| Commitment 2 |
|---|
| *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.* |

3.4.2 **The creation of a Homelessness Task Force**.

Councillor Kate Campbell has been appointed chair of the task force and Homelessness Champion. The cross-party homelessness task force recommended a number of outcomes to the Housing and Economy Committee in June 2018 which, when implemented, will improve the quality of life for some of the most vulnerable people in the city.  Included in these was a recommendation to progress a shared housing model to replace the traditional bed and breakfast model, ensuring that contracted accommodation provides access to cooking, food storage and laundry facilities.

In order that homeless people can get quicker access to a permanent home, the EdIndex board agreed in December 2017 to provide an additional 275 homes for homeless people to access through the allocations process.

| Commitment 9 |
|---|
| *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.* |

3.4.3 **Publication of extensive research exploring the potential impacts and benefits of introducing a Transient Visitor Levy in Edinburgh.**

Research regarding an Edinburgh Transient Visitor Levy (TVL) was presented to Council in May 2018. The report outlined the findings from a comprehensive desk-based exercise, which examined the Edinburgh accommodation sector, the policy context and examples of a similar TVL in other cities.  It highlighted ways in which revenue could be invested into local services to the benefit of residents, visitors and the tourist industry itself, such as investing in parks, public spaces, clean streets and reduced ticket prices for cultural attractions.

Work will now be undertaken to deliver further formal engagement and research activities, as well as ongoing politically led engagement with elected members and the tourist and hotel industry during summer 2018.

| Commitment 48 |
|---|
| *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.* |

### 3.4.4 Establishing a new Locality Committee structure, comprising four new committees.

All four Locality Committees are now in operation and comprise of all elected members of the locality area. The first meetings agreed the membership, remit and terms of reference of the committee which enables them to make decisions independently on matters in their local area. This is a new way of working for the City of Edinburgh Council.

| Commitment 52 |
|---|
| *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.* |

### 3.4.5 Securing the Edinburgh and South East Scotland City Region Deal

The six local authorities that make up the Edinburgh and South East Scotland City region, together with regional universities, colleges and the private sector signed the Heads of Terms on a City Region Deal with a value of over £1.1bn in July 2017. The final sign off is anticipated in summer 2018.

The Deal will drive productivity and growth while reducing inequalities and deprivation. Key commitments include: £300m for world leading data innovation centres, £140m for crucially needed A720 city bypass at the Sheriffhall Roundabout and transport improvements across west Edinburgh, £20m capital funding for new world class concert hall, £25m regional skills programme to support improved career opportunities for disadvantaged groups and £65m of new funding for housing to unlock strategic development sites

| Commitment 6 |
|---|
| *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.* |

### 3.4.6 Commenced delivery of expansion plan to increase early learning and childcare provision from 600 to 1140 hours by 2020

In response to the Scottish Government's commitment to increase funded nursery hours to 1140 by 2020, an expansion plan is being implemented to provide the additional hours. Phase 1 began in August 2017, with 25 local authority settings offering 1140 hours to parents. Phase 2 of the expansion will begin in August 2018. In addition to the Phase 1 settings, a further 21 local authority settings are being considered to provide additional hours.

The popularity of the additional hours has led to an increase in demand at settings where there has previously been a low uptake of places. Criteria for identifying settings and allocating places has been adopted to ensure the provision of the additional hours is accessed by those who will benefit the most.

| Commitment 32 |
|---|
| *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.* |

## 4. Measures of success

4.1 A suite of performance measures and actions has been developed to assess progress towards commitments. Commitments with quantitative measures have been updated with current data where available. The monitoring of commitment progress forms part of the Council's performance framework.

## 5. Financial impact

5.1 The financial impact is set out within the individual commitments and the Council Business Plan.

## 6. Risk, policy, compliance and governance impact

6.1 Risk, policy, compliance and governance impact is integrated within the commitments and the Council Business Plan.

## 7. Equalities impact

7.1 Equalities impact is integrated within the commitments and the Council Business Plan.

## 8. Sustainability impact

8.1 Sustainability impact is integrated within the commitments and the Council Business Plan.

## 9. Consultation and engagement

9.1 The commitments actions and measures have been developed in collaboration with Elected Members, Senior and Service Managers. This has included regular discussions at Corporate Leadership Team and Leaders meetings, discussions with

cross-party leaders and Conveners of Executive Committees regarding commitments relevant to their Committee.

## 10. Background reading/external references

10.1 Programme for the Capital: City of Edinburgh Council's Business Plan 2017-22

10.2 Implementing in Programme for the Capital – Council Performance Framework 2017-22

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

10.4 Implementing the Programme for the Capital: Coalition Commitments, Corporate Policy and Strategy Committee 15 May 2018

10.5 Implementing the Programme for the Capital: Coalition Commitments, Transport and Environment Committee 17 May 2018

10.6 Implementing the Programme for the Capital: Coalition Commitments, Education, Children and Families Committee 22 May 2018

10.7 Implementing the Programme for the Capital: Coalition Commitments, Planning Committee 20 May 2018

10.8 Implementing the Programme for the Capital: Coalition Commitments, Housing and Economy Committee 7 June 2018

10.9 Implementing the Programme for the Capital: Coalition Commitments, Finance and Resources Committee 12 June 2018

10.10 Implementing the Programme for the Capital: Coalition Commitments, Culture and Communities Committee 19 June 2018

**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

1. Coalition Commitments progress to May 2018

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| **A Vibrant City** | **Citizens lead healthy and active lives with improved wellbeing**<br><br>**Every citizen and community can participate in the cultural life of our city**<br><br>**Our places and localities make Edinburgh a great and unique place to visit and study**<br><br>**Our economy thrives with excellent and equal opportunities for business, employment and innovation** | 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 Strategy's Good Growth Monitoring Framework | Positive destinations of school leavers | 92.5% for 16/17 | Annual target 94% for 16/17 | The Economy Strategy which sets out how the Council and its partners will deliver inclusive growth across the city was agreed at the Housing and Economy Committee on 7 June 2018. A part of the Strategy a Good Growth Monitoring Framework was established to monitor progress towards the Strategy vision. The measures from the strategy most relevant to this commitment have been included.<br><br>The commitments measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018.<br><br>The Council and its partners are now working to deliver on the priorities and actions detailed in the Strategy. | On track |
| | | | | | Employees in employment | 255,900 for 2017 | Increasing trend (269,000 by 2022) | | |
| | | | | | % of children living in a low-income household | 22% for 2015 | Decreasing trend (18% by 2020) | | |
| | | | | | Median gross weekly earnings | £623 for 2017 | Increasing trend (£710 by 2020) | | |
| | | | | | Economically active residents as a % of all residents aged 16-64 | 76.6% for 2017 | Increasing trend (78% by 2022) | | |
| | | | | | % of workers in managerial, professional and technical/scientific occupations | 56% for 2017 | Maintain (56% by 2022) | | |
| | | | | | Ratio of workers in high skilled occupations to workers in mid skilled occupations | 2.5 for 2017 | Decreasing trend (2.10 by 2022) | | |
| | | | | | Gross Value Added per capita | £38,396 for 2016 | Increasing trend (£41,000 by 2021) | | |
| | | | | | % of residents who feel confident about their job prospects | 63% 2014-16 average | Increasing trend (70% 2019-21 average) | | |
| | | | | | % of residents who say their financial position has improved in the past 12 months | 20% 2014-16 average | Maintain (20% 2019-21 average) | | |
| | | 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 | Information on Council contractors and their work practices such as those using negative zero hours contracts will be collated in 2018/19 | Increasing trend | The commitments measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018.<br><br>Our Living Wage Foundation accreditation coves all providers of services in or on council services including care at home within private residences.<br>Procurement processes ask a Fair Work Practice question in tenders over £50k and encourages payment of the Living Wage Foundation rate.<br>The Scottish Government budget incorporated a step up in the Social Care Fund to provide additional support to meet the full year costs of the living wage across the care sector. | On track |
| | | 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 | Baseline to be established | Target to be established | Economic Development are writing a report for Housing and Economy Committee on the 30 August will outline achievable targets and measures to improve access to employment for people with disabilities. Subject to approval of this report measures and actions will be include going forward. | Commencing August 2018 |
| | | 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<br><br>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) | 57.3% for Mar 18 | 60% by Apr 2019 | Outline Strategic Commissioning Plans (OSCP) for all client groups were agreed at the IJB meetings on 26 January 2018 and 2 March 2018. These outline plans are the means of communicating progress to date and action plans until the presentation of the Strategic Commissioning Plans to the December 2018 meeting of the IJB.<br>Phase 1 of the Sustainable Community Support project commenced in late May2018 and includes a demand and capacity analysis and options appraisal focused on measures to resolve the short term challenges with the current Care at Home contract. Phase 2 will commence in July 2018 and will focus on the longer term redesign based on the Phase 1 options evaluation. | On track |
| | | | | | Late discharge from hospital | 267 for Mar18 | No one to wait more than 72 hours for discharge | | |
| | | | | | Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated | 67% in 17/18 | Scotland's average for 17/18 is 75%, Aim to be above the national average | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| **A Vibrant City** | **Citizens lead healthy and active lives with improved wellbeing**<br><br>**Every citizen and community can participate in the cultural life of our city**<br><br>**Our places and localities make Edinburgh a great and unique place to visit and study**<br><br>**Our economy thrives with excellent and equal opportunities for business, employment and innovation** | 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 receiving personal care in the community setting (out of all adults receiving this support in a community, residential or hospital setting) | 57.3% for Mar 18 | 60% by Apr 2019 | Outline Strategic Commissioning Plans (OSCP) for all client groups were agreed at the IJB meetings on 26 January 2018 and 2 March 2018. These outline plans are the means of communicating progress to date and action plans until the presentation of the Strategic Commissioning Plans to the December 2018 meeting of the IJB.<br>Phase 1 of the Sustainable Community Support project commenced in late May 2018 and includes a demand and capacity analysis and options appraisal focused on measures to resolve the short term challenges with the current Care at Home contract. Phase 2 will commence in July 2018 and will focus on the longer term redesign based on the Phase 1 options evaluation. | On track |
| | | | | | Number of people waiting for a package of care | 964 for Mar18 | Decreasing trend | | |
| | | | | | Percentage of adults supported at home who agree that they are supported to live as independently as possible | 79% for 17/18 | Scotland's average for 17/18 is 81%, Aim to be above the national average | | |
| | | 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 (Edinburgh Leisure) | 4,471,704 for 17/18 | 4,687,674 | Active Schools Programme continues to be delivered and the 2016/17 figure represents 37% of the school roll.<br>A Grants Review Steering Group has developed a number of priorities for the awarding of grants including the promotion of healthy lifestyles which includes physical activity and healthy eating. | On track |
| | | | | Review Health and Social Care Grants Programme | Number of young people participating in sport, physical activity and outdoor learning (includes Active Schools Programme) | 22,431 for 16/17 | Increasing trend | | |
| | | 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 | Review levels of demand and budget for adaptations | Baseline to be established | Targets to be set end of 2018/19, following the review | The commitments measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018.<br><br>We are yet to establish the joint working arrangements between Edinburgh Health and Social Care Partnership and Housing Adaptations that are required to review the process in 2018/19. | Commencing end of 2018/19 |
| | | | | Increase support to help older and disabled homeowners move to more suitable housing | Number of older and disabled homeowners supported to move to more suitable housing | Baseline to be established | | | |
| | | C42 | Build a new sports centre at Meadowbank by 2021. | Actions contained within and progress monitored through the project to deliver a new Meadowbank sports centre and the wider regeneration of the area | New sports centre built, subject to planning approval | Is linked to sign off of the project plan | 2021 | Progress on the project to deliver a new Meadowbank stadium was reported to the Culture and Communities Committee on 30 January 2018. Following public consultation, planning applications for the site to be considered at the Development Management Sub-Committee on 29 June 2018.<br><br>The commitment measures and actions have been agreed by the Culture and Communities Committee on 19 June 2018. | On track |
| | | 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 | Number of allotment plots | 1,724 plots across 44 sites | Increasing long term trend | The commitment measures and actions have been agreed by the Culture and Communities Committee on 19 June 2018.<br><br>Actions to increase allotment provision are identified in the Allotment Strategy 2017-2027. Culture and Communities Committee have agreed to the creation of a specially designed garden for those who suffer memory loss at the city's Lauriston Castle.<br>The Councils HRA Innovation Strategy project is increasing the number of community gardens in the city, with 23 already established, 2 in development and 6 at design stage. | On track |
| | | | | Review potential new sites and funding mechanisms for allotments | Reductions in waiting lists | 2,510 people on the waiting list | Decreasing long term trend | | |
| | | | | Creation of Housing and Cultural Venue community gardens | Number of community gardens and food growing initiatives | Baseline to be established | Increasing long term trend | | |
| | | 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. | Support local festivals and events through a newly created £100K fund | Fund for local festivals and events created as reported to Committee in March 2018 | 100k set for 2018/19 budget | 100k | The recommended core programme of Festivals and Events for 2018/19 was reported to the Culture and Communities Committee in March 2018. The report describes the approach to support events on three tiers, or levels, of international, national and city importance. It also details the £100k allocation to a Local Festival and Event Programme Budget.<br>The final recommendations for the Platforms for Creative Excellence will be due in August 2018.<br>The Council is finalising the details for the IMPACT Scotland proposals as part of the City Region deal.<br><br>The commitment measures and actions have been agreed by the Culture and Communities Committee on 19 June 2018. | On track |
| | | | | Deliver the major Festivals Place Programme in partnership with the Scottish Government and the 11 major Festivals | The Platforms for Creative Excellence reported to Committee in March 2018 with final recommendations due in August 2018 | n/a | Aug 2018 | | |
| | | | | Contribute to the delivery of the IMPACT Scotland cultural venue in St Andrew Square to support Edinburgh's festivals and communities | Final details of IMPACT Scotland proposals forming part of City region Deal due for sign off June 2018. | n/a | Jun 2018 | | |
| | | | | Create baseline for work spaces for artists and craftspeople | Number of work spaces for artists and craftspeople | Baseline to be established | Increase by 2022 | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| **A City of Opportunity** | **Everyone, regardless of wealth and background can fulfil their potential and benefit from the city's success**<br><br>**All children and young people have the best start in life and are able to reach their full potential**<br><br>**Citizens are socially connected and able to participate and develop throughout their lifetime**<br><br>**Everyone has access to suitable housing, facilities and amenities** | C1 | Deliver a programme to build at 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 | 1,475 for 2017/18 | 10,000 over 5 years<br><br>20,000 by 2027/28 | On the 2 November 2017, Housing and Economy Committee approved the submission of the Strategic Housing Investment Plan 2018-2023 to the Scottish Government. This details the plan to deliver 8,000 homes and partnership working to bring forward development sites in order to deliver the first phase of the commitment. The Council will work with partners, including Scottish Government, to bring forward development of sites currently identified for development beyond the SHIP period; in order to deliver the Council's commitment of 10,000 homes in five years.<br><br>The commitment measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018. | On track |
| | | 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 | Successfully adopt a new local development plan which implements commitment and minimises additional greenfield development | Project to develop new LDP now underway | Nov 2021 | On 22 March 2018 the Housing and Economy Committee considered a report which provided an overview of the Edinburgh Local Development Plan 2 (LDP 2) project process and confirmed the timetable, including dates of formal consultation stages.<br><br>The commitment measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018. | On track |
| | | 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 | Establishment of Joint Committee<br>Financial Profile agreed with UK & Scottish Government<br>Deal Document signed<br>Regional Business Leadership Council formed<br>Integrated Regional Skills Board formed | In progress | Summer 2018 | Council considered the Governance of the City Deal arrangements on 26 October 2017 and agreed to the establishment of a Joint Committee to progress and implement the City Region Deal.<br>Corporate Policy & Strategy Committee on 5 December 2017 received an update on the role of the Third Sector and Social Enterprises. The full deal documentation is scheduled for consideration by Council on 28 June 2018.<br><br>The commitment measures and actions have been agreed by the Corporate Policy and Strategy Committee on 15 May 2018. | On track |
| | | | | | Projects delivered within programme | After council agreement ratified by Governments | 15 year programme to continue from Summer 2018 to 2032 | | |
| | | C8 | Explore the introduction of fair rent zones. | Commission analysis to provide the Council with a better understanding of the variation in rents and incomes across the city.<br><br>A multi-disciplinary officer working group has been established to progress the joint work with the other local authorities to develop a shared methodology to inform evidence gathering. | Completion of further analysis.<br>Development of evidence gathering methodology. | n/a | Summer 2018 | On 18 January 2018, Housing and Economy Committee agreed the Council would work with other local authorities and the Scottish Government to develop methodology to support the designation of a Rent Pressure Zone. The report sets out the legislative context for the provision of the rent pressure zones, including the requirements to gather evidence, consult and engage with stakeholders and proposes a framework for taking forward consideration of these zones in Edinburgh.<br>The officer working group has been established and meets regularly. Work is now underway to develop the methodology by Summer 2018.<br><br>The commitment measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018. | On track |
| | | 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<br><br>Role of Homelessness Champion clearly defined<br><br>Homelessness Champion appointed<br><br>Implement the "Housing First" approach | Number of families accommodated in B&B | 75 families | 0 | The creation of the Homelessness Task Force was agreed through the Housing and Economy Committee on 2 November 2017. Nominations were requested from each political party and Councillor Kate Campbell was appointed as chair of the task force, as Homelessness Champion. Remit and role of the task force have been clearly defined.<br>The actions, outcomes and recommendations of the Homelessness Task Force were presented to the Housing and Economy Committee on 7 June 2018.<br><br>The commitment measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018. | On track |
| | | | | | Number of 16/17 year olds or care leavers accommodated in B&B | 50% of 16/17 year olds | | | |
| | | | | | Number of people in B&B | 650 households | | | |
| | | | | | Length of stay in B&B | Baseline to be established | | | |
| | | | | | Number of people sleeping rough | Baseline to be established | Targets to be set as part of Homelessness Task Force reporting | | |
| | | | | | Number of accommodation units | B&B 569 for 16/17<br>Flats 375 for 16/17<br>Supported units 172 for 16/17<br>STLs 184 for 16/17<br>Hostels 528 for 16/17 | | | |
| | | | | | Number of homelessness presentation | 3,102 households in 2017/18 | | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| 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 | 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 and Local Development Plan | Successfully adopt a new local development plan which implements commitment and minimises additional greenfield development | Plan is underway | Nov 2021 | Planning Committee on 12 October 2017 agreed the actions required to increase the supply of housing within the city, as set out in the review of the Housing Land Audit and Delivery Programme.
Project to develop new Local Development Plan is now underway.

The commitment measures and actions have been agreed by the Planning Committee on 30 May 2018. | On track |
| | | | | Unlock access to key brownfield development sites | % of capacity of units in effective land supply which are on brownfield land | 55% for 2017 | Increasing trend | | |
| | | 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 | 2 | Construction commenced for 2 secondary schools and 10 primary schools by 2021 | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.

One primary school near completion (St. John's PS), work started at one secondary (Queensferry HS) and planning applications to be submitted for three primaries.
An exercise to review the entire estate was completed in September 2017. New programme of surveys in place. | On track |
| | | | | | Percentage of conditions surveys completed | 100% | 100% of the school estate surveyed by Autumn 2022 | | |
| | | 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. | Delivery of the 'One plus Two Language' plan

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 | % of Primary Schools delivering Language 2 progressively | 90% for 17/18 | 100% by 2020 | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.

Supported by the City of Edinburgh Council Education Authority Improvement Plan and 'One plus Two Language' plan.
Music tuition is supported through the emerging Lifelong Learning Plan. The annual census of instrumental music will be completed by early July.
Schools will be engaging in the 'Raising Aspirations in Science Education' (RAiSE) Scottish Government programme. | On track |
| | | | | | Number of children and young people accessing music tuition | 18,100 for 2017 | Increase by 5% (Primary & Secondary combined) | | |
| | | | | | % of schools engaging with the RAiSE programme | 86% for 17/18 | Increase by 5% per annum over next three years | | |
| | | | | | Percentage of children achieving expected CfE level for numeracy by Primary 7 | 75.6% for Jun 2017 | Increase by 2% per annum to session 21/22 | | |
| | | C30 | Increase the number of classroom assistants and support staff for children with additional needs to improve attainment and wellbeing. | Ongoing recruitment of pupil support staff

New training for all pupil support assistants across all sectors | Number of pupil support assistants employed (Special Educational Needs and Special Schools) | 584 FTE (budgeted) for session 2017/18 | Increase by 50 FTE by session 20/21 | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.

Pupil support assistants recruitment continuing throughout school session.
New training for pupil support assistants for all sectors to be delivered from session 2018/19. | On track |
| | | | | | Number of pupil support assistants trained in wellbeing and attainment | Baseline to be established in 2018/19 | 100% by session 21/22 | | |
| | | 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 senior phase age pupils studying vocational qualifications delivered by Edinburgh college | 251 for 2017 | Increase by 2% per annum | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.

Schools and Lifelong Learning are supporting the Edinburgh College Curriculum Strategy and schools-college partnership groups.
Continued delivery of adult education programmes across the city supported through the emerging Lifelong Learning Plan. | On track |
| | | | | | Number of learners engaging in the Adult Education Programme | Baseline to be established | 14,000 for 2018/19 | | |
| | | 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 | 29% (28 from 96) for Mar18 | 100% by Aug 2020 | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.

Commitment is being delivered through actions contained within the Early Learning and Childcare Expansion Plan. Current progress and next steps reported to E,C&F Committee May 2018. This report sets out the phased approach to increasing provision to 1140 hours free, for those eligible. | On track |
| | | | | | % of vulnerable 2 year olds accessing 1140 hours | 12% (137 children) for 17/18 | 100% by Aug 2020 | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| **A City of Opportunity** | **Everyone, regardless of wealth and background can fulfil their potential and benefit from the city's success**<br><br>**All children and young people have the best start in life and are able to reach their full potential**<br><br>**Citizens are socially connected and able to participate and develop throughout their lifetime**<br><br>**Everyone has access to suitable housing, facilities and amenities** | 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 | 45% (43 from 96 settings) for Mar18 | 100% by Aug 2020 | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.<br><br>Commitment is being delivered through actions contained within the Early Learning and Childcare Expansion Plan. Current progress and next steps reported to E,C&F Committee May 2018. Flexible options were set out in the Early Learning and Childcare Strategy reported to E,C&F in August 2017. Flexible options are being delivered through settings providing the expanded 1140 hours and the existing 600 hours. | On track |
| | | | | | % of Primary 1 pupils living in the most deprived areas achieving expected literacy level | 62% for Jun 2017 | Increase by 5% by session 20/21 | | |
| | | 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 | 461,000 for 17/18 | Increase by 5% for 18/19 | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.<br><br>Actions set out within the new Edinburgh Strategic Partnership Community Learning and Development Plan 2018 – 21. The plan is in development and will be published in September 2018. | On track |
| | | | | | Total number of library customer transactions | 6,93m for 17/18 | Increase by 5% for 18/19 | | |
| | | C36 | Support the continued development of Gaelic Medium Education. | Actions contained within and progress monitored through the Gaelic Language Plan 2017-22<br><br>Provision of progressive Gaelic Medium Education (GME) into secondary school | Deliver facilities for Secondary GME | Identification of site | Final draft of a Strategic growth plan for GME including long term timelines for increasing teacher numbers, improving the curriculum and delivering accommodation requirements to be prepared for August/ September 2018 | The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.<br><br>Outcome of the Informal Consultation on the Future of Gaelic Medium Education reported to E,C&F Committee May 2018.<br>Final draft of a Strategic growth plan for GME including long term timelines for increasing teacher numbers, improving the curriculum and delivering accommodation requirements to be prepared for September 2018. | On track |
| | | | | | Number of pupils on the rolls of Primary and Secondary GME | 306 Primary for 16/17<br>88 Secondary for 16/17 | | | |
| | | | | | Number of staff trained to deliver Gaelic Learner Education as part of the council strategy on 'One plus Two' Languages | 12 for 17/18 | | | |
| | | 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<br><br>Poverty assessment section added to Council report template | % of children living in poverty | Baseline to be established | Targets to be set end of 18/19 | The commitment measures and actions have been agreed by the Culture and Communities Committee on 19 June 2018.<br><br>The City of Edinburgh Council received additional funding for through the Pupil Equity Framework which aims at closing the poverty related attainment gap.<br>The key stages required to establish an Edinburgh Poverty Commission will be reported to Council on 28 June 2018. | On track |
| | | | | | Financial gains achieved for families through the Income Maximisation programme | Baseline to be established | | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| **A Resilient City** | **Communities are safe, strong and able to cope with change**<br><br>**Our built and natural environment is protected and enhanced**<br><br>**Edinburgh is a low carbon, connected city with transport and infrastructure that is fit for the future**<br><br>**Edinburgh is clean, attractive and well looked after** | 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) | Monitor the progress of short term actions in the World Heritage Site Management Plan with the World Heritage Site Steering Group | n/a | Targets to be set end of 18/19 | On 11 December 2017 Planning Committee approved the Old and New Towns of Edinburgh World Heritage Site Management Plan 2017- 2022. The Plan is a strategic document which sets the framework for the preservation and enhancement of a Site's cultural heritage. It contains a vision for the Site and objectives and delivery mechanisms for its achievement.<br><br>The commitment measures and actions have been agreed by the Planning Committee on 30 May 2018. | On track |
| | | 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 | 36.4% for 17/18 | 36% for 17/18 | The first draft of the Roads Asset Management Plan (RAMP) was approved by Transport and Committee on 9 March 2018. The purpose of the RAMP is to set out future maintenance and management of the overall road network. Implementation of this plan has commenced.<br><br>The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018 2018. | On track |
| | | | | | Level of total road investment | Over £20m spent in 2017/18 | £100m by 2022 | | |
| | | | | | Residents satisfaction with roads, pavements and footpaths | Roads - 51% (EPS 2017)<br>Pavements - 53% (EPS 2017) | Increasing trend | | |
| | | C17 | Guarantee 10% of the transport budget on improving cycling in the city. | Undertake assessment on cycling conditions | Percentage of investment guaranteed | 10% guaranteed for 2017/18 & 2018/19 | 10% | The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018.<br><br>The Councils budget for 2018/19 has set aside 10% of the Transport budget (capital and revenue) for cycling. | On track |
| | | | | | Residents perception of cycling in the city | 54% think the amount of cycle routes is good<br>47% think the condition of cycle routes is good | Increasing trend (Bike Life survey) | | |
| | | 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 | City of Edinburgh Council's carbon emissions (measured in tonnes of carbon dioxide equivalent) | 192,911 tCO2 in 2005/06 | Increase to 118,169 tCO2 by 20/21 (42% against baseline) | Progress on air quality actions were reported to Transport and Environment on 5 October 2017.<br>On 17 May 2018 the Transport and Environment Committee agreed the approach to developing Low Emission Zones and improving air quality in the city.<br>Actions are contained within the Sustainable Energy Action Plan 2015-2020.<br>Actions contained within the Lothian Buses fleet replacement strategy.<br><br>The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018. | On track |
| | | | | Establish Edinburgh's first low emission zone by 2020 and revise the current Air Quality Action Plan | Air Quality Management Zones improvement | 6 Air Quality Management Areas | Decreasing long term trend | | |
| | | | | Actions contained within the Sustainable Energy Action Plan | CEC and Lothian Buses Green fleet | 68% - 2016 | 75% meeting Euro V standard by 2018 | | |
| | | 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 | Establish congestion measure and action plan | To be developed | Aug 2018 | A report will be presented to August Transport and Environment Committee on improving public transport and congestion looking at potential improvement in bus lane operations, enforcement, traffic signals and tram operations.<br>A new bus operator framework which aims to address transport issues in rural west to be agreed in 2018/19. | Commencing August 2018 |
| | | | | | Increase in satisfaction with public transport | 90% (EPS 2017) | Increasing trend | | |
| | | | | Identify improvement actions to public transport in rural west Edinburgh | Increase in bus provision in rural west | Identify funding requirements | Targets to be set end of 18/19 | | |
| | | C20 | Explore the introduction of a lane rental for utility companies to reduce traffic pressures. | Identify legal requirements<br>Produce a business case | Reduced traffic pressures measures to be established as part of a business case | n/a | Targets to be set following business case approval | The commitment measures and actions have been agreed by the Transport and Environment Committee on 17th May.<br><br>A business case to explore the introduction of lane rental charges is being prepared to be completed in 2018/19. | Commencing end of 2018/19 |
| | | 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 | Decision by Committee following full consultation | Aug 2018 | The Outline Business Case for taking trams to Newhaven was approved by the City of Edinburgh Council on 21 September 2017. A major public consultation exercise took place in March and April 2018, ahead of the Final Business Case being prepared later in 2018.<br><br>The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018. | On track |
| | | | | | Delivery of the Tram extension if decision made | n/a | 2022 | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| A Resilient City | Communities are safe, strong and able to cope with change<br><br>Our built and natural environment is protected and enhanced<br><br>Edinburgh is a low carbon, connected city with transport and infrastructure that is fit for the future<br><br>Edinburgh is clean, attractive and well looked after | 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<br><br>Development of a new monitoring tool for street/place cleanliness<br><br>The final Waste and Cleansing Improvement Plan was reported to T&E in March 2018 | LEAMS – street cleanliness index | 92.40% | 95% | The final progress update on the Waste Improvement Plan was considered by the Transport and Environment Committee on 9 March 2018. The service will continue to deliver on the actions and additional activities. Through the lifetime of the plan, street cleanliness has improved from 90.1% in 2015/16 to 92.4% in 16/17. The Routesmart system is being introduced across the different waste collection services. This software will in the future be used to identify the route completion rates. The Committee also agreed to postpone further changes to the special uplift pricing structure until a pilot collection service to encourage the reuse of materials has been complete. Complaint levels for individual collections reached its lowest levels for individual collections since August 2014.<br><br>The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018. | On track |
| | | | | | Percentage of wards with improved street cleanliness | 92.4% for 16/17 | 95% | | |
| | | | | | Route completion rates | To be developed | n/a | | |
| | | | | | Reduction in missed bin complaints | 1,552 (Jan 2018) | Decreasing trend | | |
| | | | | | Incidences of fly tipping | 508 (Jan 2018) | Decreasing trend | | |
| | | C24 | Reduce the incidence of dog fouling on Edinburgh's streets and public parks. | Development of a new monitoring tool for street/place cleanliness<br><br>The final Waste and Cleansing Improvement Plan was reported to T&E in March 2018 | Dog fouling service requests | 2,567 for 17/18 | Increase reporting, decrease incidents | The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018.<br><br>The 'Our Edinburgh' campaign to focus on social responsibility and community participation is underway and this includes targeted campaigns to reduce dog fouling. Keep Scotland Beautiful will be caring a pilot of a new street cleansing monitoring tool in the City Centre in June 2018 with a view to implement this citywide thereafter. | On track |
| | | | | | Fixed penalty notices for dog fouling | 12 for 16/17 | | | |
| | | 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 | 42.6% for 17/18 | 60% by 2022 | A report on the Enhancement of Communal Bins was reported to Transport and Environment Committee in December 2017. This report initiated a review of all communal bin locations and types, allowing for the opportunity to ensure that recycling bins are co-located with landfill bins wherever possible to further increase the city's recycling rate.<br><br>The final progress update of the Waste Improvement Plan was reported to Transport and Environment Committee in March 2018. The Improvement Plan identifies the actions required to increase recycling through improving facilities and developing communications campaigns for communal areas.<br><br>The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018. | On track |
| | | 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 | Review existing usage and provision | Increasing trend | Actions to improve usage within existing Park and Ride sites are contained within the Local Transport Strategy 2014-19. On the 17 May 2018 the Transport and Environment Committee agreed not to progress with a new Park and Ride site at Lothianburn but to review patronage at the existing site at Straiton with a view to increasing its usage.<br><br>The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018. | On track |
| | | | | | Assessment of new P&R at Lothianburn and proposed review of existing site at Straiton | Assessment complete | May 2018 | | |
| | | | | | Satisfaction with residents parking | new survey to be complete every 2 years | Increasing trend | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| | | 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 | n/a | Introduction of footway parking enforcement as set out in proposed Transport legislation | The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018.

On the 17 May 2018 the Transport and Environment Committee approved the proposed strategy and measures required to be put in place to deliver a citywide ban on all forms of temporary on-street advertising structures, not just 'A' Boards. The aim of the strategy is to prioritise safe movement and improve the quality of Edinburgh Streets. Keep Scotland Beautiful will be caring a pilot of a new street cleansing monitoring tool in the City Centre in June 2018 with a view to implement this citywide thereafter. This will include the use and placement of the 'A' Boards. | On track |
| **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** | C34 | Prioritise services for vulnerable children and families and looked after children, and support organisations working to end domestic abuse. | Actions contained within the Corporate Parenting Action Plan

Actions agreed by the Collaborative Partnership of domestic abuse service providers in Edinburgh | Rate of Looked After Children per 1,000 population | March 2018 rate = 15.5 LAC number = 1,334 | Decrease to 15.3 by 2020 | New contracts now in operation from November 2017 with domestic abuse service providers in Edinburgh through the Collaborative Partnership.
The commitment measures and actions have been agreed by the Education, Children and Families Committee on 22 May 2018.
The Corporate Parenting Action Plan has been refreshed and will be presented to Full Council on 28 June 2018. | On track |
| | | | | | Percentage of LAC pupils with low school attendance | 30% for Mar 18 | Decrease by 10% by session 20/21 | | |
| | | | | | Funding invested by CEC in domestic abuse services | Available post Nov 2018 | Available after November 2018 – end of first year of new contracts | | |
| | | | | | No of women and children supported in a year | Available post Nov 2018 | | | |
| | | | | | % of women and children who report feeling safer | Available post Nov 2018 | | | |
| | | 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 | 30 for 17/18 | 17/18 – 30 | The Edinburgh Parks Events Manifesto, provides a strategic and proactive approach to the planning and managing of events within Edinburgh's parks and greenspaces.
The Open Space Strategy 2021 establishes principles guiding the continued protection management and expansion of our green network. Maintenance and improvement programmes have resulted in the percentage of parks meeting the minimum standard increasing from 94% in 2015 to 97% in 2017. A new standard is being developed to be used from this year.
Over the past 5 years, 3500 new trees along the North Edinburgh paths have been planted by the Edinburgh and Lothian Green Space Trust.
Edinburgh has the highest number of green flags than any other Local Authority in Scotland.
The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018. | On track |
| | | | | | New Parks Quality Assessment standard | 97% - 2017 | New standard to be introduced in Summer 2018 | | |
| | | | | | Number of additional 1,000 trees planted | Baseline to be established | 1,000 by 2022 | | |
| | | | | | Number of events held in major parks | Baseline to be established | Hold number of events to maximum permitted (36 across 9 Parks) | | |
| | | 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 Partnership Agreement between Police Scotland and Council | Levels of hate crime | A performance framework will be developed as part of a Community Justice Early Intervention and Prevention Strategy which will include hate crime. | Police data Increase reporting, decrease incidents | The commitment measures and actions have been agreed by the Culture and Communities Committee on 19 June 2018.

Community Justice is working to empower communities by embedding restorative justice practice and preventative community based problem solving approaches in the work of local criminal justice social work teams, particularly with regard to hate crime. Two permanent posts have been created to take this work forward.
A Community Justice Early Intervention and Prevention Strategy will be developed, including a performance framework. The Partnership Agreement with Police Scotland 2018/19 is in the process of being approved; it reflects the importance of a shared approach to delivering positive outcomes for communities. | On track |
| | | | | | Number of antisocial behaviour complaints per 10k population | 41.39 for 16/17 | Decreasing trend | | |
| | | | | | Percentage of people who feel safe in their neighbourhood after dark (EPS) | 84% for 2017 | Increasing trend | | |
| | | | | | Percentage of criminal justice orders successfully completed | 72.8% for Mar18 | 65% for 17/18 | | |
| | | | | | Reoffending rates | 28.3% for 14/15 | Scotland's average for 14/15 is 28.2%, Aim to be below the national level | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| 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<br><br>We provide services that are focused on prevention and early intervention<br><br>We plan our services to ensure we can continue to meet the needs of citizens and communities into the future<br><br>Our organisation is flexible and adaptable and embraces change | 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 planning policies and guidance as part of the Local Development Plan project | Consultation and community engagement measures to be established | To be developed as part of Local Development Plan project | Aug 2018 | The commitment measures and actions have been agreed by the Planning Committee on 30 May 2018.<br><br>The Edinburgh Tourism Action Group, of which the Council is a member, developed the Edinburgh 2020 Tourism Strategy to increase the value of tourism and enhance the city's image and reputation.<br>Project to develop new Local Development Plan is now underway. | On track |
| | | | | Establish Strategy Group to oversee the new Edinburgh2020 Tourism Strategy | Implementations Groups established to oversee the strategy | To be developed as part of Local Development Plan project | Targets to be set end of 18/19 | | |
| | | 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 | Concentration, location and occupation rates of short term lets | Baseline to be established | Summer 2018 | The commitment measures and actions have been agreed by the Planning Committee on 30 May 2018.<br><br>A short term let working group has been established chaired by the Convenor of Housing and Economy. This group has met twice to formulate proposals on a local solution to concerns that are familiar to most members of the Council. Project to develop new Local Development Plan is now underway. | On track |
| | | | | Review locations and numbers of HMO premises | Numbers of student housing developments | Baseline to be established | Targets to be set end of 2018 | | |
| | | | | Review relevant planning policies and guidance as part of the Local Development Plan project | Consultation and community engagement measures to be established | To be developed as part of LDP project | Aug 2018 | | |
| | | C13 | Improve planning enforcement to ensure that all developers, large or small, conform to Edinburgh's policies and developer's commitments. | Develop a model legal agreement to help reduce timescales for issuing decisions | Timescales for issuing decisions | To be developed | Targets to be set end of 18/19 | Planning Committee approved the revised Planning Enforcement Charter in December 2017. The Charter sets out how the Council will deliver the statutory planning enforcement service in the City. The report also addressed the issues affecting the ability to meet enforcement service standards. To support this, a review of resources will be carried out in 2018/19 to align enforcement strategy with this commitment. Between 2015/16 and 2016/17 the number of cases recorded for potential enforcement action increased from 584 to 695. The number leading to formal action increased from 39 cases to 55 cases.<br><br>The commitment measures and actions have been agreed by the Planning Committee on 30 May 2018. | Commencing end of 2018/19 |
| | | | | Undertake process review of developer contributions | Monitor contributions collected and spent | To be developed | Targets to be set end of 18/19 | | |
| | | | | Increase resources to undertake planning enforcement | Timescales for resolving enforcement cases | To be developed | Targets to be set end of 18/19 | | |
| | | 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 | Continued engagement with the Scottish Government on their proposed Planning Bill | n/a | Ongoing engagement with Scottish Government during 2018 | The commitment measures and actions have been agreed by the Planning Committee on 30 May 2018.<br><br>The Scottish Government's review of the Planning system is underway. The Council has responded to the consultation papers issued and continues to have dialogue with the Scottish Government regarding the proposed changes. | On track |
| | | | | Monitoring of appeal aspect in Planning Bill process | | | | | |
| | | | | Work with Scottish Government on Planning Bill proposals | | | | | |
| | | C21 | Retain Lothian Buses and Edinburgh Tram in public ownership. | Governance arrangement ensure public ownership for Transport for Edinburgh | Ownership retained | Ownership retained | Ongoing commitment | The commitment measures and actions have been agreed by the Transport and Environment Committee on 17 May 2018. | On track |
| | | 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 | Reporting template measures to be developed | Awaiting baseline performance information | Targets to be set end of 2018 | The Implementation Monitoring and Evaluation (IME) Group completed their logic modelling work and reporting templates for each of the Edinburgh Wellbeing Partnerships. These have been developed and the first submissions are due to be returned in July 2018. This will be taken forward by the new Monitoring and Evaluation Group.<br><br>Outline Strategic Commissioning Plans (OSCP) for all client groups were agreed at the IJB meetings on 26 January 2018 and 2 March 2018. These outline plans are the means of communicating progress to date and action plans until the presentation of the Strategic Commissioning Plans to the December meeting of the IJB. | On track |
| | | | | Performance monitoring agreed by the Implementation Monitoring and Evaluation (IME) Group following Logic Modelling completion | | | | | |

| Business Plan Aim | Business Plan Outcome | Commitment | | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| 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 | | | | Conduct an initial assessment of feasibility of introduction of a workplace parking levy | n/a | Summer 2018 | | On track |
| | We provide services that are focused on prevention and early intervention | 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 partnersDetailed proposal if agreement | | | | The commitment measures and actions have been agreed by the Corporate Policy and Strategy Committee on 15 May 2018.

A report on the Edinburgh Transient Visitor Levy (TVL) was presented to Council on 31 May. The report outlined some of the findings from a comprehensive desk based research and noted further activities related to the Edinburgh TVL. | |
| | 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 | | | | Deliver Transient Visitor Levy | Deliver once agreed | By 2022 | | |

| Business Plan Aim | Business Plan Outcome | | Commitment | Actions | Measures | Current Metrics | Target | Progress to date | Progress Status |
|---|---|---|---|---|---|---|---|---|---|
| **An Empowering Council** | **A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues**<br><br>**We place our customers at the heart of all that we do, we are responsive, accessible and fair to all**<br><br>**We work with our partners and communities to deliver services locally**<br><br>**We are an open, honest, inclusive and transparent organisation** | 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 | Strategy to be established | End of 2018 | The commitment measures and actions have been agreed by the Housing and Economy Committee on 7 June 2018. | Off track |
| | | 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<br><br>Allocate annual participatory budget<br><br>Participatory budgeting set within budget process | % of annual discretionary budget allocated through participatory budgeting | 0.03% in 2017/18 | 1% | The commitment measures and actions have been agreed by the Finance and Resources Committee on 12 June 2018.<br><br>The Council has agreed the definition of the discretionary budget and allocated the target £7.2m of its expenditure by means of participatory budgeting annually by 2020/21. Initial scoping work to identify potential opportunities is underway and regular updates will be provided to members as these plans take shape. Additionally, and as part of the ongoing development process, 38 PB Champions have been trained, comprising Council, Police Scotland, third sector staff and community members. This was funder from a grant from the Scottish Government's Community Choices Fund. | On track |
| | | 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 | 3% in 2017/18 | up to 3% a year to 2021 | [The measures and actions have been agreed by the Finance and Resources Committee on 12 June 2018.](#)<br><br>The approved budget for 2018/19 included a 3% increase in Council Tax to maximise the level of investment available to support delivery of the Council's priority outcomes. At this stage, the budget framework assumes further annual increases of 3% for the period from 2019/20 to 2022/23 inclusive. The on-going appropriateness of this assumption will be considered as part of the cycle of regular review of the main income and expenditure assumptions contained within the Council's medium-term financial plan. | On track |
| | | 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 | None during 2017/18 | Ongoing commitment | The measures and actions have been agreed by the Finance and Resources Committee on 12 June 2018.<br><br>The Council pledge of no compulsory redundancy remains in place with the current administration. | On track |
| | | 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 | First meetings held in February 2018 | By March 2018 | The measures and actions have been agreed by the Culture and Communities Committee on 19 June 2018.<br><br>All 4 Locality Committees are now in operation. The first meetings noted the membership, remit and terms of reference of these Committees.<br>[North West Locality Committee 9 February 2018](#)<br>[North East Locality Committee 19 February 2018](#)<br>[South West Locality Committee 19 February 2018](#)<br>[South East Locality Committee 21 February 2018](#) | On track |
| | | | | | Monitor frequency of Locality Committees | Monitoring in place | Meetings to take place every 8 weeks (5 per year) | | |