

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.

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:



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.

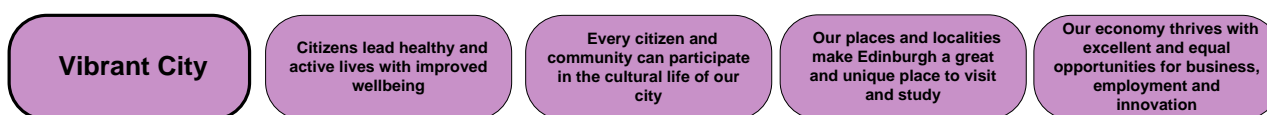
Complaints

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



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 %

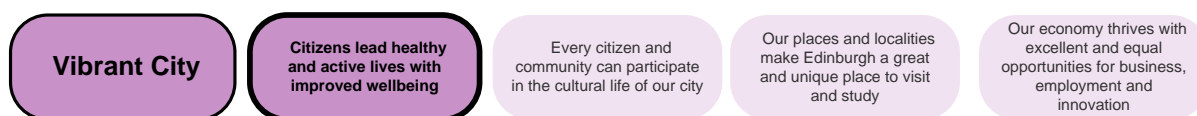
Quarterly Measures	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	17/18 Target
Substance misuse: timely treatment	85%	84%	81%	86%	90%

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



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 then managed and delivered by the Edinburgh Health and Social Care Partnership.

3.13 The Partnership has now established Locality working with:

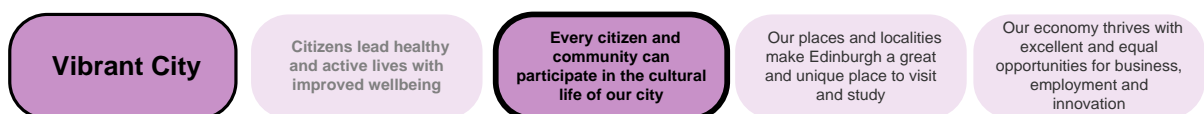
- a single Hub team focused on avoiding hospital admission, supporting timely discharge and supporting people to live as independently as possible;
- two Cluster teams aligned to a GP cluster with a focus on providing longer term care and support; and
- a mental health and substance misuse team.

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.



- 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.

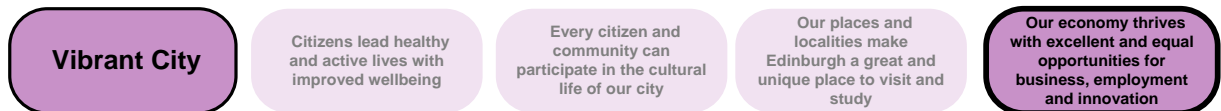
- 3.23 We undertook a review in October 2017 which highlighted that the new hours were having a negative impact on visitor numbers, income and visitor experience. As a result, a one year pilot of increasing opening hours from five days a week to seven days a week throughout the year commenced in June 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.



- 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.

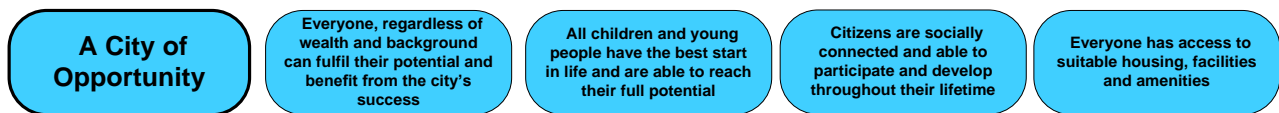


- 3.32 Over the next three years, Edinburgh is expected to grow more quickly than the Scottish average and that of other Scottish cities. Edinburgh remains one of the strongest local economies in the UK. Even here, however, there are challenges - output per capita remains 8% below the pre-recession peak 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



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

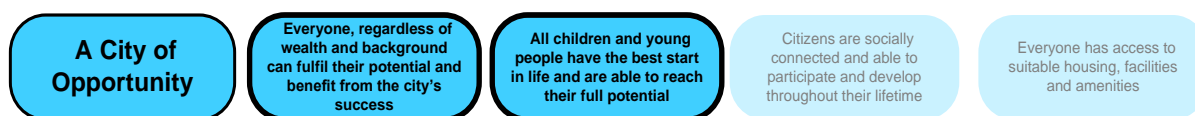
Blue - No target has been set for that period

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.

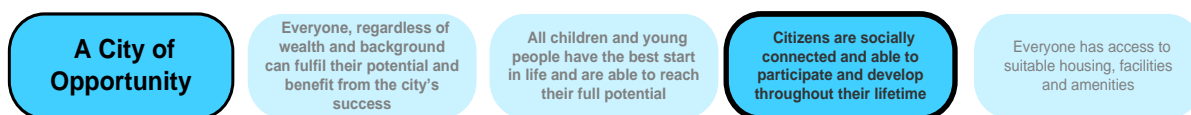
Not all indicators have historic data.



- 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.

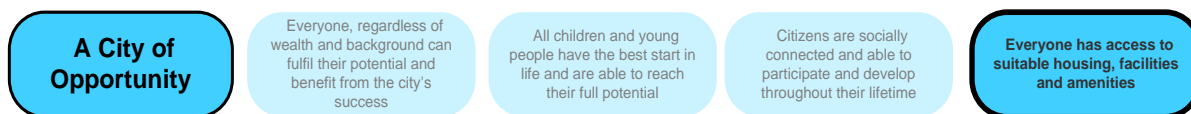
- 3.48 In the period February to March 2018, we did not achieve our primary and secondary school attendance targets. This is partially explained by the increase in unauthorised absences around the Easter holiday period. In March 2018, 7.2% of primary pupil recorded low attendance (<85% attendance), against 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 of 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.



- 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.



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.

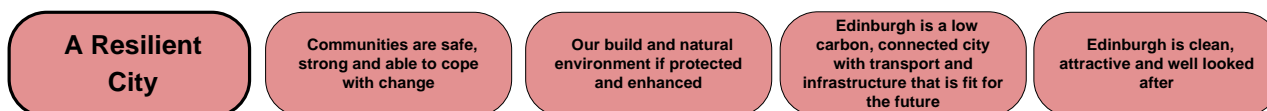
3.67 The Council has a statutory duty to provide temporary accommodation for anyone who presents and is assessed as homeless and requires it until an offer of settled housing is made. The Council are continuing to develop services so that early intervention and

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



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
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%

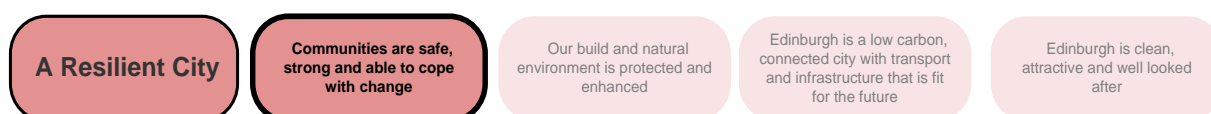
Quarterly Measures

	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%

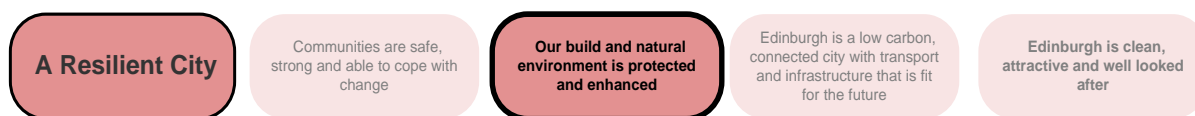
Performance for some of the indicators is not yet available due to different timescales for data collection and reporting

Not all indicators have historic data.



- 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.

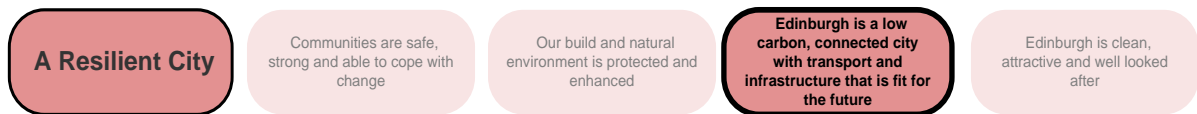
- 3.83 A communications framework has been developed to build relationships with key audiences regarding the positive contribution of the Multi-Agency Public Protection Arrangements (MAPPA). This framework is reflected in the Scottish Government's draft public consultation strategy on offender management. 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.



- 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.

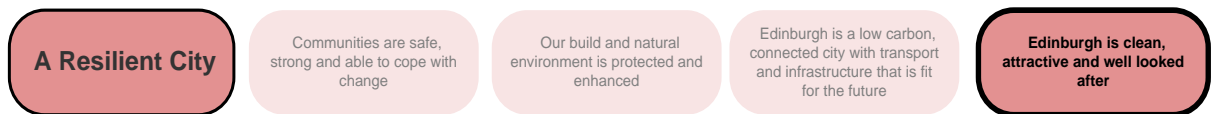
- 3.90 We are continuing our programme of significant investment to ensure a modern and efficient waste service. In April 2017, we opened a new, £9m depot at Seafield to serve the east of the city. The new depot is a significant improvement on existing facilities and has provided a single base for waste 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 depot 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.



- 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.



- 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

	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

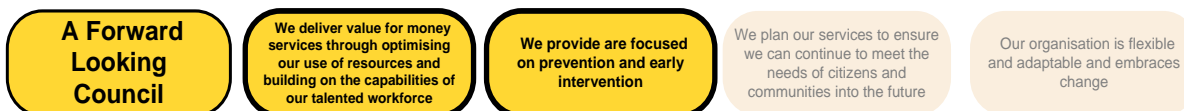
	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	2018 Target
Progress against delivery of current year's approved budget savings	£36.1m	£36.3m	£45.9m	£45.9m	£66.2m	£68.9m	£67.7m	£64.1m	£31.3m	£31.7m	£31.7m	£31.7m	£39.5m
Revenue: current year's 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

	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

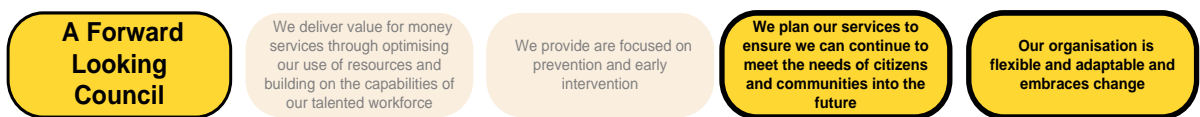
Not all indicators have historic data.



- 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.



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.

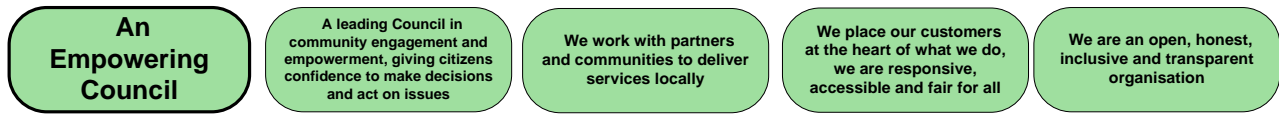
3.113 The Council's Planning Service Improvement Action Plan for 2018/2019 was approved by the Planning Committee in May 2018. It outlines a number of actions to improve performance in processing planning applications, including non-householder and major applications. These measures include: an increased 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



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.



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.



- 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

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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 been 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

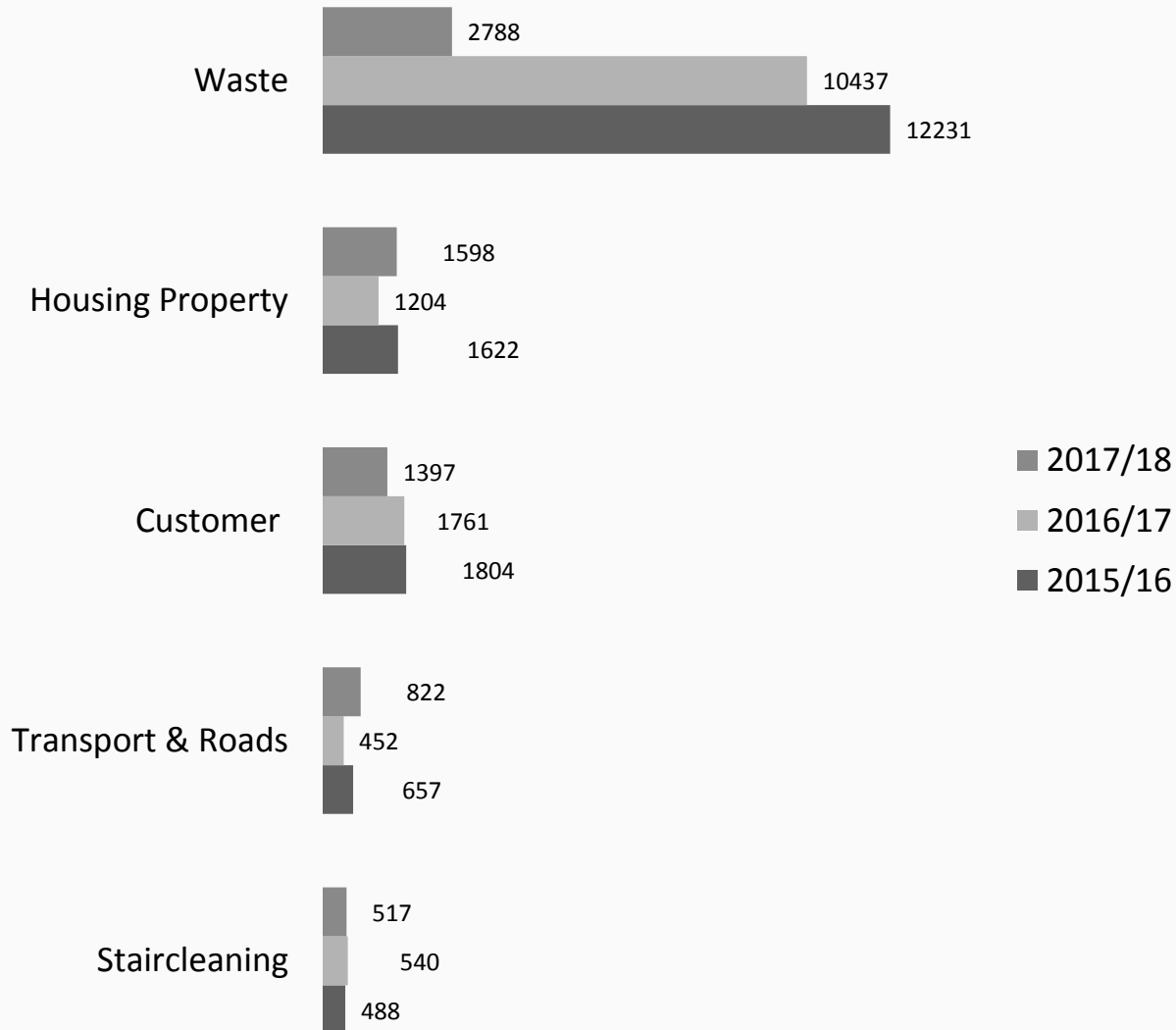
- 8,942 (91%) of the total number of complaints closed were frontline resolutions (stage 1) and 921 (9%) were investigations (stage 2).
- 2,788 complaints related to Waste (28%), followed by 1,598 complaints for Housing Property (16%).
- This is a significant improvement in comparison to previous years 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.

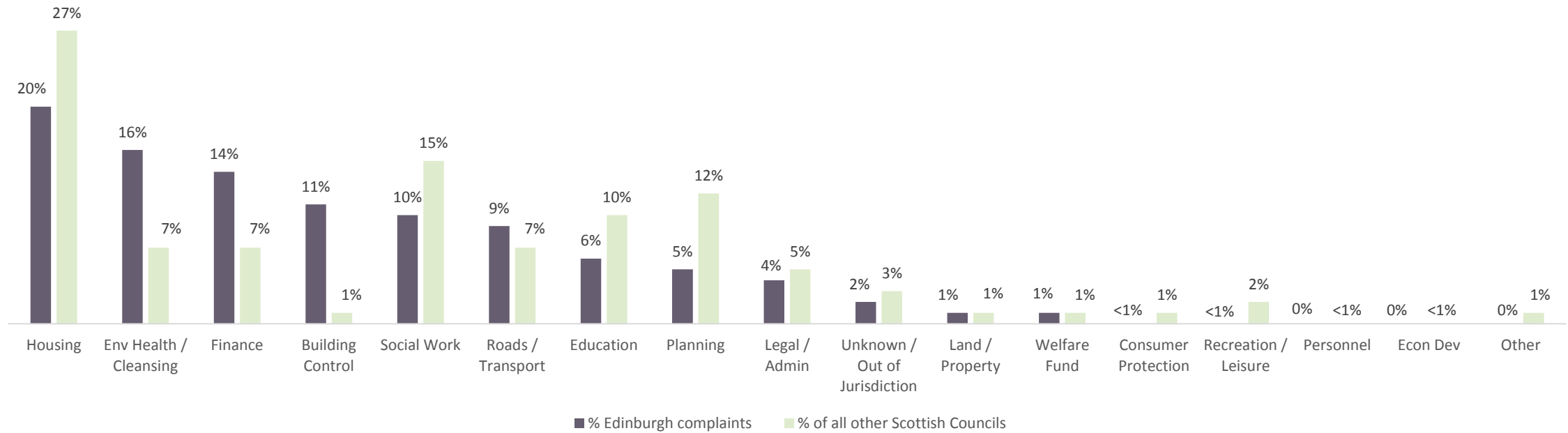
Top 5 sources of complaints



- Waste 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



- 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