

# Notice of meeting and agenda

## Governance, Risk and Best Value Committee

**10:00am, Tuesday, 29 August 2017**

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

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

### Contact –

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Tel: 0131 529 4319

## **1. Order of Business**

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

## **2. Declarations of Interest**

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

## **3. Deputations**

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- 3.1 None.

## **4. Minutes**

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- 4.1 Minute of the Governance, Risk and Best Value Committee of 1 August 2017 – submitted for approval as a correct record (circulated)

## **5. Outstanding Actions**

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- 5.1 Outstanding Actions – 29 August 2017 (circulated)

## **6. Work Programme**

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- 6.1 Governance, Risk and Best Value Work Programme – 29 August 2017 (circulated)

## **7. Reports**

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- 7.1 Review of the Policy Reporting Procedure - report by the Chief Executive (to follow)
- 7.2 Status of the ICT Programme - report by the Executive Director of Resources (circulated)
- 7.3 Road Services Improvement Plan - report by the Executive Director of Place (circulated)
- 7.4 Looked After Children: Transformation Programme Progress Report– referral report from the Education, Children and Families Committee (circulated)
- 7.5 Whistleblowing Update – report by the Chief Executive (circulated)

## **8. Motions**

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- 8.1 None.

## **Laurence Rockey**

Head of Strategy and Insight

### **Committee Members**

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Councillors Mowat (Convener), Main (Vice-Convener), Jim Campbell, Dickie, Gordon, Lang, Munro, Rae, Ritchie, Watt and Webber.

### **Information about the Governance, Risk and Best Value Committee**

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The Governance, Risk and Best Value Committee consists of 11 Councillors appointed by the City of Edinburgh Council. The Governance, Risk and Best Value Committee usually meet every four weeks in the City Chambers, High Street in Edinburgh. There is a seated public gallery and the meeting is open to all members of the public.

### **Further information**

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If you have any questions about the agenda or meeting arrangements, please contact Gavin King, Committee Services, City of Edinburgh Council, Waverley Court, Business Centre 2.1, Edinburgh EH8 8BG, Tel 0131 529 4239, e-mail [gavin.king@edinburgh.gov.uk](mailto:gavin.king@edinburgh.gov.uk)

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

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

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# Item 4.1 - Minutes

## Governance, Risk and Best Value Committee

10.00am, Tuesday, 1 August 2017

### Present

Councillors Mowat (Convener), Main (Vice-Convener), Jim Campbell, Dickie, Gordon, Lang, Munro, Rae, Ritchie, Watt and Webber

### 1. Minute

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#### Decision

To approve the minute of the Governance, Risk and Best Value Committee of 20 April 2017 as a correct record.

### 2. Outstanding Actions

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

#### Decision

- 1) To agree to close items 5, 8, 10 and 12 (parts 2 and 4)
- 2) To agree to include update comments on all outstanding actions.
- 3) To note the remaining outstanding actions.

(Reference – Outstanding Actions – 1 August 2017, submitted.)

### 3. Work Programme

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#### Decision

- 1) To note an investigation report on the retention of case records would be reported to the appropriate committee and a timescale for this would be provided as soon as possible.
- 2) To note the work programme.

(Reference – Governance, Risk and Best Value Work Programme – 1 August 2017, submitted.)

## 4. Internal Audit Opinion and Annual Report for the Year Ended 31 March 2017

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Committee considered the report based on the Internal Audit activity undertaken for the financial year ended 31 March 2017, prepared as required by the Public Sector Internal Audit Standards.

### Decision

- 1) To note the internal audit opinion for the year ended 31 March 2017.
- 2) To explore bookmarking appendices in future meeting papers.
- 3) To provide information on the audit involvement in the Edinburgh Tattoo.
- 4) To include further information in the comments section for the Integrated Health and Social Care Budgeting Process listed in appendix 3 of the report.
- 5) To request a report on benchmarking, including historic trends, based on Internal Audit findings with other Local Authorities.
- 6) To provide an update on the coverage of ICT in the Audit Plan for 2016/17.

(Reference – report by the Chief Internal Auditor, submitted.)

## 5. Internal Audit: Overdue Recommendations and Late Management Responses

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The current overdue Internal Audit recommendations were considered alongside details for the revised approach to monitoring and reporting as agreed by the Corporate Leadership Team.

### Decision

- 1) To note the status of the overdue Internal Audit recommendations as at 27 June 2017.
- 2) To note the revised approach for monitoring and reporting on open and overdue Internal Audit recommendations (outlined at sections 3.9 and Appendix 3 of the report, approved at Corporate Leadership Team (CLT) on 5 July 2017.
- 3) To examine the format of the report to improve readability.
- 4) To request an update on the status of the recommendations referred to in paragraph 3.7 of the report.
- 5) To request that updated dates and comments were included in the Internal Audit findings.

(Reference – report by the Chief Internal Auditor, submitted.)

## 6. External Audit – National and Local Scrutiny Plans 2017/18

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The Audit Scotland National and Local Scrutiny Plans which were considered which included specific detail on the planned scrutiny activity for the Council from April 2017 to March 2018.

### Decision

- 1) To note the report and appendices
- 2) To request a briefing for members on Best Value and how the Committee fits in the wider scrutiny framework.

(References – Governance, Risk and Best Value Committee, 9 March 2017 (item 10); report by the Chief Executive, submitted)

## 7. Property Conservation Project Closure Review

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The Internal Audit Project Closure Review on Property Conservation and detail on lessons learned from the Council's conduct during this matter was presented.

### Decision

- 1) To note the "lessons learned" from the Property Conservation service closure set in out in Appendix 1 of the report and the findings of the Internal Audit review of the Edinburgh Shared Repairs Service described in Appendix 2 of the report.
- 2) To provide members with information of the finance budgeting practices across council.
- 3) To request a report on forecasting for potential problems with major projects and plans from the Resilience team to prevent these.
- 4) To provide members with information on the progress of appointing a single point of contact for all major projects.
- 5) To request that the Convener and Vice-Convener meet with the Council Leader and Chief Executive to discuss the most appropriate form of apology to affected owners.

(Reference – report by the Chief Internal Auditor, submitted)

## 8. Corporate Leadership Team Risk Update

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The current highest priority risks and mitigating actions in place from the Corporate Leadership Team were considered.

### Decision

- 1) To note the information provided.
- 2) To invite appropriate officers to discuss key risks and mitigations as required.

(References – Governance, Risk and Best Value Committee, 9 March 2017 (item 9); report by the Executive Director of Resources, submitted)

## 9. Employee Engagement Update 2017

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The new colleague opinion survey and updated plans for digital communications were presented as part of the wider engagement programme.

### **Decision**

- 1) To note the changes and progress made since the start of the year.
- 2) To note and agree the approach to be taken for the employee survey which will be conducted in 2017
- 3) To request the action plan drafted following the 2017 employee survey was reported to GRBV for scrutiny and approval prior to implementation.

(References – Finance and Resources Committee, 23 February 2017 (item 9); report by the Executive Director of Resources, submitted.)

## 10. Monitoring Officer Investigation

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Committee considered the new arrangements put in place to prevent a reoccurrence of the issues identified in the Monitoring Officer Report.

### **Decision**

To note the robust measures which have been put in place to prevent a recurrence of the issues identified in the Monitoring Officer Report.

(Reference – report by the Monitoring Officer, submitted.)

# Item 5.1 Outstanding Actions

## Governance, Risk and Best Value Committee

29 August 2017

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	19/10/2015	<a href="#">Committee Report Process</a>	To investigate technology offered by the new IT provider with a view to improving report format and reducing officer workload. To request a progress report back to Committee in one year.	Chief Executive	January 2018		The project has been delayed due to other connected ICT projects being re-planned. A meeting has been scheduled with ICT and CGI to agree an expected completion date and discuss the practicalities of e-voting with the current technology.



2	21/04/2016	<a href="#">Internal Audit – Audit and Risk Service: Delivery Model Update</a>	To ask that an update report on the internal audit function be provided to the Governance, Risk and Best Value Committee a year after implementation.	Executive Director of Resources	April 2018		<p>A verbal update on appointments was provided in February 2017. An update on new service model will be provided after one year.</p> <p>Assurance of progress was provided within the Internal Audit Opinion Report considered on 1 August 2017.</p>
3	23/06/16	<a href="#">Recent Developments in Gaelic Education Provision in Edinburgh</a>	1) To request a report to the Education, Children and Families Committee then to the Governance, Risk and Best Value Committee on the Council's current policy for GME access to secondary schools, the corresponding Government policy and an assessment on	Executive Director for Communities and Families	TBC		The Education, Children and Families Committee considered a report: <i>Schools and Lifelong Learning Estate Update</i> on 7 March 2017. The report confirms the future asset

			<p>whether this was being met.</p> <p>2) To request that the current policy for GME access to secondary schools was published on the Council website and to review the appropriateness of the distance from school criteria for GME admissions to secondary school. A work-plan of how this would be achieved, including actions in place to avoid any future legal challenge, should be in place by November 2016.</p>				<p>requirements for GME and appropriate admissions/place ment policy will be considered as part of a Strategic Review, the outputs of which will be reported back to Committee.</p> <p>A context report on the catchment review process which includes access to GME would be considered at the Education, Children and Families Committee in August 2017 and information reported back to GRBV members</p>
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4	26/09/16	<a href="#">Corporate Leadership Team Risk Update</a>	To request that progress reports on the additional precautionary surveys currently being undertaken in buildings sharing similar design features to those of the PPP1 schools, would be referred to the Governance, Risk and Best Value Committee for scrutiny.	Executive Director of Resources	Date TBC		An update will be included in the Progress Report on the Wide Structural Investigations. This will be referred to GRBV following consideration at the Finance and Resources Committee.  The expected completion date for phase one is 31 January 2018
5	24/10/16	<a href="#">Home Care and Re-ablement Service Contact Time</a>	To request an update report 6 months after the implementation of the new ICT system for shift allocation.	Chief Officer, Edinburgh Health and Social Care Partnership	Date TBC		
6.	22/12/2016	<a href="#">Internal Audit Quarterly Update Report: 1 July 2016 – 30 September 2016</a>	To request an update report on the recommendation for Edinburgh Buildings Services by November	Executive Director of Place	November 2017		

			2017.				
7	09/03/2017	<a href="#">Outstanding Actions</a>	To request that the report on the Governance of the Edinburgh Partnership would be referred from the Communities and Neighbourhoods Committee to the Governance, Risk and Best Value Committee.	Chief Executive	September 2017		
8	20/04/2017	<a href="#">Edinburgh Road Services Improvement Plan</a>	To circulate information on the backlog outstanding repairs and value to members of the Governance, Risk and Best Value Committee.	Executive Director of Place	29 August 2017		A report on the Edinburgh Road Services Improvement Plan will be considered at the Transport and Environment Committee on 10 August 2017 and information reported back to GRBV members.
9	20/04/2017	<a href="#">Governance of Major Projects: progress report</a>	1) To note the review underway for how change was reported and managed across the Council which will	Chief Executive			<i>Action 1</i> - The report on Portfolio of Change, key themes, schedule of delivery and

			<p>also include strengthening of governance arrangements around project and programme delivery. This would be reported to the Governance, Risk and Best Value Committee with developed proposals in the next reporting period.</p> <p>2) To request that members of Governance, Risk and Best Value Committee have input into the scope of the lessons learned report to be drafted on the New Boroughmuir High School and that this report was referred to the Governance, Risk and Best Value Committee following consideration at the Education, Children and Families</p>				<p>the refreshed governance arrangements is due on 31 October 2017.</p> <p><i>Action 3</i> – Update included in the Status of ICT Programme Report on 29 August agenda.</p> <p>.</p> <p>.</p>
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			<p>Committee.</p> <p>3) To request communication with teachers, parents and parent councils on the progress with WiFi provision in schools</p>				
10	20/04/2017	<a href="#">Governance of Major Projects: progress report</a>	To request a report would be submitted to the Governance, Risk and Best Value Committee on 22 June 2017 with information on the current status of the ICT Transformation Programme and how this would be tracked.	Chief Executive	29 August 2017		Recommended for closure - a report on the current status of the ICT Transformation Programme is included on 29 August 2017 agenda.
11	01/08/2017	<a href="#">Governance, Risk and Best Value Work Programme – 1 August 2017</a>	To note an investigation report on retention of case records would be reported to the appropriate committee and a timescale for this would be provided as soon as possible.	Executive Director for Communities and Families	Date TBC		
12	01/08/2017	<a href="#">Internal Audit Opinion and Annual Report for</a>	To request a report on benchmarking, including historic trends, based on	Chief Internal Auditor	September 2017		

		<a href="#"><u>the Year Ended 31 March 2017</u></a>	Internal Audit findings with other Local Authorities				
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13	01/08/2017	<a href="#">Internal Audit Opinion and Annual Report for the Year Ended 31 March 2017</a>	To provide an update on coverage of ICT in the 16/17 audit plan.	Chief Internal Auditor	29 August 2017		Recommended for closure – briefing circulated to members on 14 August 2017
14	01/08/2017	<a href="#">Internal Audit: Overdue Recommendations and Late Management Responses</a>	<p>1) To request an update on the status of the recommendations referred to in paragraph 3.7.</p> <p>2) To request that updated dates and comments were included in the Internal Audit findings.</p>	Chief Internal Auditor	29 August 2017		Recommended for closure – briefing circulated to members on 14 August 2017
15	01/08/2017	<a href="#">External Audit – National and Local Scrutiny Plans 2017/18</a>	To request a briefing for members on Best Value and how the Committee fits in the wider scrutiny framework	Chief Executive	29 August 2017		Recommended for closure – included in GRBV workshop on 16 August 2017
16	01/08/2017	<a href="#">Property Conservation Project Closure Review</a>	To provide members with information of the finance budgeting practices across council.	Executive Director of Resources	29 August 2017		Recommended for closure – briefing circulated to members on 14 August 2017



17	01/08/2017	<a href="#">Property Conservation Project Closure Review</a>	<p>1) To request a report on forecasting for potential problems with major projects and plans from the Resilience team to prevent these.</p> <p>2) To provide members with information on the progress of appointing a single point of contact for all major projects.</p>	Chief Executive	October 2017		The report on Portfolio of Change, key themes, schedule of delivery and the refreshed governance arrangements to ensure required management and scrutiny of project/programme delivery is due at GRBV on 31 October.
18	01/08/2017	<a href="#">Employee Engagement Update 2017</a>	To request the action plan drafted following the 2017 employee survey was reported to GRBV for scrutiny and approval prior to implementation	Executive Director of Resources	January 2018		The report will be provided, following the completion of the employee survey and the development of an action plan to address the results.
19	01/08/2017	<a href="#">Monitoring Officer Investigation</a>	1) To request a scoping report on the review of the complaints	Chief Executive	September 2017		

			<p>procedure to the GRBV Committee on 26 September 2017 which included engagement with staff and councillors on how to improve services.</p> <p>2) To request a report to track the implementation of the Ombudsman recommendations and how these would be monitored in future.</p>				
20	01/08/2017	<a href="#">Monitoring Officer Investigation</a>	To request a review report on Project Management within the Council.	Chief Executive	October 2017		

# Item 6.1 - Work Programme

## Governance, Risk and Best Value Committee

	Title / description	Sub section	Purpose/Reason	Category or type	Lead officer	Stakeholders	Progress updates	Expected date
<b>Section A – Regular Audit Items</b>								
1	Internal Audit: Overdue Recommendations and Late Management Responses		Paper outlines previous issues with follow up of internal audit recommendations, and an overview of the revised process within internal audit to follow up recommendations, including the role of CLG and the Committee	Internal Audit	Chief Internal Auditor	Council Wide	Quarterly	26 September 2017 16 January 2018 8 May 2018
2	Internal Audit Quarterly Activity Report		Review of quarterly IA activity with focus on high and medium risk findings to allow committee to challenge and request to see further detail on findings or to question relevant officers about findings	Internal Audit	Chief Internal Auditor	Council Wide	Quarterly	26 September 2017 16 January 2018 8 May 2018

3	IA Annual Report for the Year		Review of annual IA activity with overall IA opinion on governance framework of the Council for consideration and challenge by Committee	Internal Audit	Chief Internal Auditor	Council Wide	Annually	5 June 2018
4	IA Audit Plan for the year		Presentation of Risk Based Internal Audit Plan for approval by Committee	Internal Audit	Chief Internal Auditor	Council Wide	Annually	20 March 2018
5	Accounts Commission	Annual report	Local Government in Scotland: Financial Overview	External Audit	Executive Director of Resources	Council Wide	Annually	16 January 2018
6	Accounts Commission	Annual report	Local Government in Scotland: Performance and Challenges	External Audit	Executive Director of Resources	Council Wide	Annually	Autumn/Winter 2017
7	Annual Audit Plan	Scott Moncrieff	Annual audit plan	External Audit	Executive Director of Resources	Council Wide	Annually	Spring 2018
8	Annual Audit Report	Scott Moncrieff	Annual Audit Report	External Audit	Executive Director of Resources	Council Wide	Annually	26 September 2017
9	Interim Audit Report	Scott Moncrieff	Interim audit report on Council wide internal financial control framework	External Audit	Executive Director of Resources	Council Wide	Annually	26 September 2017
10	IT Audit Report	Scott Moncrieff	Scope agreed during annual external audit planning cycle	External Audit	Executive Director of Resources	Council Wide	Annually	26 September 2017

Section B – Scrutiny Items								
11	Governance of Major Projects	6 monthly updates	To ensure major projects undertaken by the Council were being adequately project managed	Major Project	TBC	All	Every 6 months	31 October 2017
12	Welfare Reform	Review	Regular update reports	Scrutiny	Executive Director of Resources	Council Wide	Quarterly	16 January 2018
13	Review of CLT Risk Scrutiny	Risk	Quarterly review of CLT's scrutiny of risk	Risk Management	Chief Executive	Council Wide	Quarterly	26 September 2017 16 January 2018 8 May 2018
14	Whistleblowing Quarterly Report		Quarterly Report	Scrutiny	Chief Executive	Internal	Six-monthly	29 August 2017
15	Pride in our People	Staff	Annual report of progress	Scrutiny	Chief Executive	Council Wide	Annual	February 2018
16	Workforce Control	Staff	Annual report	Scrutiny	Executive Director of Resources	Council Wide	Annual	8 May 2018
17	Committee Decisions	Democracy	Annual report	Scrutiny	Chief Executive	Governance, Risk and Best Value Committee	Annual	Date TBC Re-examine after improved information tracking.
18	Dissemination of Committee	Democracy	Bi-annual report	Scrutiny	Chief Executive	Council Wide	Six-monthly	October 2017

	Decisions							
19	Property Conservation – Legacy Closure programme and Defect Costs	Review	Progress reports	Scrutiny	Executive Director of Resources	All		Date TBC
20	Revenue Monitoring	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	September 2017 December 2017 February 2018	26 September 2017
21	Capital Monitoring	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	September 2017 December 2017 February 2018	26 September 2017
22	Revenue Outturn	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	26 September 2017
23	Capital Outturn and Receipts	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	26 September 2017
24	Treasury –	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	8 May 2018

	Strategy report							
25	Treasury – Annual report	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	26 September 2017
26	Treasury – Mid-term report	Review	Progress reports	Scrutiny	Executive Director of Resources	Council Wide	Annual	16 January 2018

## GRBV Upcoming Reports

## Appendix 1

Report Title	Type	Flexible/Not Flexible
<b>29 August 2017</b>		
Review of the Policy Reporting Procedure	Internal Audit	Flexible
Whistleblowing Quarterly Report	Scrutiny	Flexible
Status of the ICT Programme	Scrutiny	Flexible
Looked After Children: Transformation Programme Progress Report	Scrutiny	Flexible
<b>26 September 2017</b>		
Revenue Monitoring	Scrutiny	Flexible
Capital Monitoring	Scrutiny	Flexible
Revenue Outturn	Scrutiny	Flexible
Capital Outturn and Receipts	Scrutiny	Flexible



Treasury – Annual Report	Scrutiny	Flexible
Internal Audit: Overdue Recommendations and Late Management Responses	Internal Audit	Flexible
Internal Audit Quarterly Activity Report	Internal Audit	Flexible
Review of CLT Risk Scrutiny	Scrutiny	Flexible
Principles to govern the relationships between the Edinburgh Integrated Joint Board Audit & Risk Committee and the City of Edinburgh Council Governance, Risk & Best Value Committee.	Internal Audit	Flexible
Internal Audit – Benchmarking, Historic Trends	Internal Audit	Flexible
Review of Complaints Report	Scrutiny	Flexible
Governance of Edinburgh Partnership	Scrutiny	Flexible
<b>31 October 2017</b>		
Annual Audit Report	Internal Audit	Flexible
Change Portfolio Progress	Scrutiny	Flexible
Project Management Report	Scrutiny	Flexible

# Governance, Risk and Best Value Committee

10.00am, Tuesday 29 August 2017

## Status of the ICT Programme

<b>Item number</b>	7.2
<b>Report number</b>	
<b>Executive/routine</b>	
<b>Wards</b>	All

### Executive Summary

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The purpose of this report is to give an overview of the programme of works within ICT and of the current service delivered by the Council's ICT partner, CGI, as well as the options available to the Council regarding contractual remedies.

From January 2017, there have been some improvements in the CGI performance, service has improved with very few critical faults, down to an average of 4 per month, the change backlog has reduced by 40% and some projects have been delivered or are progressing to plan e.g. Libraries, Parent Pay, Room Bookings, and Local Area Network (LAN) upgrade. However, CGI are still underperforming in numerous areas and consequently Council staff are investing a large amount of time and effort in getting the programme back on track.

Most major programmes are at least 12 months late and there are several still in a state of re-plan which is impacting our ability to transform services. In addition, there are still some areas of delivery that require resolution, for example the service desk experience needs to dramatically improve.

## Status of the ICT Programme

### 1. Recommendations

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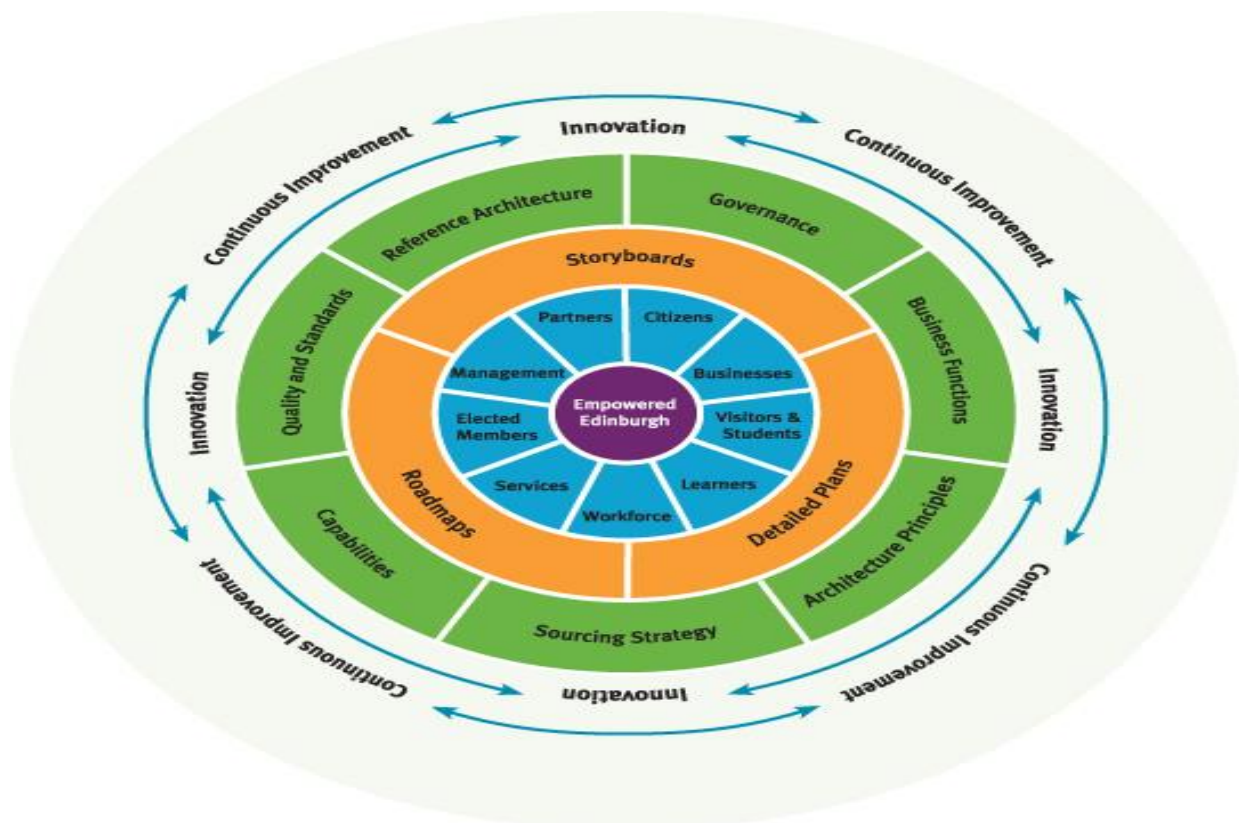
- 1.1 It is recommended that the committee notes and scrutinises the update.

### 2. Background

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#### ICT strategy

- 2.1 The City of Edinburgh Council's Strategy to deliver the vision for ICT & Digital (ICT &D) services is to focus on understanding our customer needs to deliver the outcomes that matter to them. Our ICT&D Strategy is business driven and action orientated. The diagram below summarises our operating model to support the empowering of Edinburgh through the use of ICT and Digital.



- 2.2 By defining our approach around the benefit that citizens and customers will gain, through the use of ICT and Digital, we will maximise the value that can be delivered by our reducing resources. This will help us to deliver a 'One Council' focus to designing and sourcing our ICT and Digital whilst allowing customer-driven delivery,

i.e. what the Council needs to deliver the services where the citizens and service users need it.

### ICT Partner

- 2.3 The Council has operated an outsourced ICT arrangement since 2001. We entered a new contract for ICT services in 2016 to continue with a prime supplier model but in a non-exclusive contract to transform the existing ICT service into a flexible, scalable service and to implement an output based contract(s) ('what' we get rather than 'how'). The new contract will save the Council at least £6m per annum against the 2015/16 ICT spend, £45m over the first seven years. ICT Services are procured on a utility basis (flexible "pay as you go" terms). The contract is also structured to deliver 25% of the value of ICT services over the term of the contract through subject matter expert's.
- 2.4 The term of the contract awarded was for "up to 19 years" to CGI, with periods awarded as 7 years initially, with the option for the Council to extend by 5 years, a further 5 years and a final 2 years. CGI are providing; Transition Service, Transformation Services and Operational Services initially comprising of 93 Output Based Specifications including base services, utility services, and business case development services.

### Major Change Programmes

- 2.5 Wide Area Network: To deliver a high bandwidth, fibre-based wide area network delivering improvements in operational efficiency, productivity, reliability and scalability to enable the next generation of digital learning opportunities in city schools and to improve commercial and cultural opportunities for live event streaming, webcasting and conferencing in the city's cultural venues.
- 2.6 LAN and Voice: to reduce infrastructure costs and complexity, to implement flexible 'find me/follow me' call routing allowing remote and mobile working and to create opportunities for further innovations and savings through evolving work practices.
- 2.7 End User Compute: to allow anytime, anywhere access to email, important documents, contacts, and calendar across devices, to share large, hard-to-email files both inside and outside the Council.
- 2.8 Enterprise Resource Planning (ERP) / Business World: A single repository for all financial and HR transactions, providing one trusted source of all financial information, to reduce printed invoices by utilising electronic invoicing and manual payment plan maintenance enabling a reduction in staffing and an enabling platform to deliver wider savings.
- 2.9 Customer Digital Enablement (Channel Shift): to improve citizen engagement with real time, online transactions across Council services, to increase operating efficiencies and cost reduction with end-to-end transactions and to improve citizen insight and enabling agile and rapid development of future online services.
- 2.10 Web: to deliver a best in class web platform for citizen transactions, enabling and accelerating channel shift and reduce operating costs.

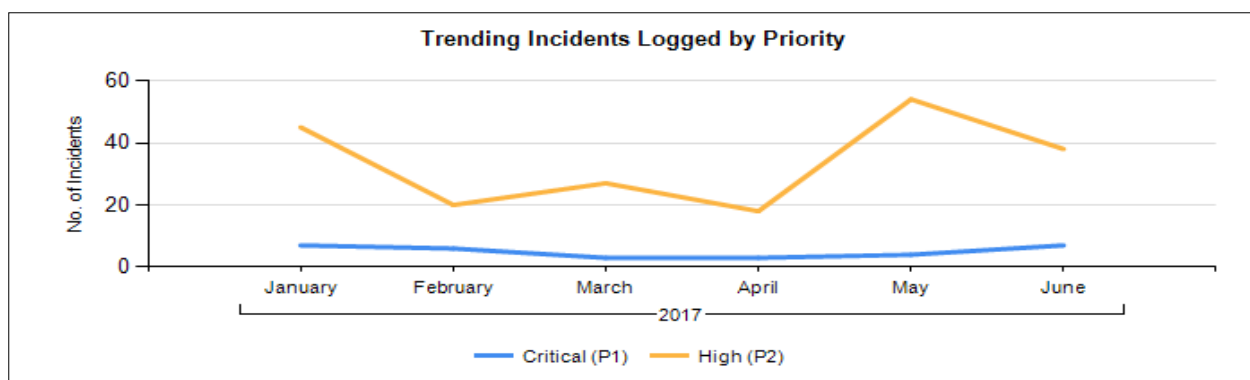
2.11 Libraries: to improve the user experience of the library system to better engage citizens and increase adoption through improved user interface, to reduce operating costs through lower cost software and increased device support, and to become a single library management system.

### 3. Main report

3.1 Since the contract commenced CGI have underperformed on the contractual commitments. Transformation programmes have missed the original delivery dates, and in some cases the revised delivery date and this has meant that Council has been unable to realise the benefits and/or savings envisaged.

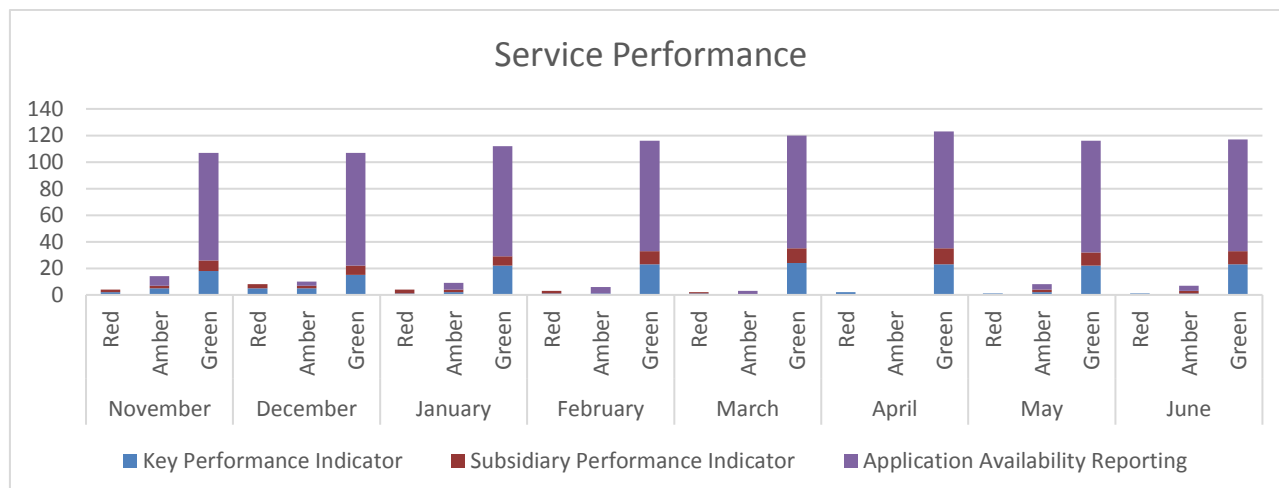
3.2 There have been numerous senior management meetings with CGI regarding their overall performance and there have been several legal letters on the same subject. On every occasion, CGI, have committed to improve their overall performance and there have been some improvements but not at the pace the contract specifies or the Council requires.

3.3 Service Performance - The chart below shows the trend for Critical and High incidents:



3.4 Although it needs to be noted that the volumes are relatively stable the critical faults that did happen had a significant impact on the Council's email system.

3.5 Across Key Performance Indicators, subsidiary performance indicators and Application performance the overall trend is an improving picture:



### 3.6 Programme Performance - The status of the major programmes is as follows:

Project	Contract RAG	RAG This Week	RAG Last week	Target completion date	Status update
ERP / Business World	Red	Red	Red	Q1 18/19	Revised Programme plan being developed, Previous subcontractor has been replaced and the original solution is still viable.
Customer Digital enablement	Red	Red	Red	Phased throughout 2018	This programme is currently being re-planned and the focus will be on the top 20 transactions.
Wide Area Network	Red	Green	Green	28/09/17	294 out of 306 sites upgraded to date as part of this programme.
Local Area Network	Red	Yellow	Yellow	03/11/17	171 out of 306 sites upgraded to date as part of this programme.
Voice	Red	Yellow	Yellow	20/10/17	83 out of 296 sites upgraded to date as part of this programme.
End User Compute	Green	Green	Green	30/07/18	Anti-Virus, Office 2016, and Skype for business have been delivered. The next phase is to refresh the end user devices.
Libraries	Green	Blue	Blue	Completed	Phase 1 programme completed.
Room Booking's	Green	Blue	Blue	Completed	Phase 1 programme completed.
Parent Pay	Green	Green	Green	31/08/17	12 schools still to join, the uptake across the other schools is over 50% so far.
Cashless Catering	Green	Green	Green	30/09/17	This programme is progressing well.

3.7 In addition to the above major programmes, the ICT service is overseeing more than 500 other small, medium and large projects and change requests.

3.8 Public Internet Access for pupils (Wi-Fi): There is currently a Local Area Network (LAN) upgrade project being implemented and this will deliver new hardware – Routers, Wi-Fi access points and telephony. Once the new infrastructure has been implemented we will then consider additional services that can be delivered across this infrastructure e.g. Public Internet Access. The LAN project is due to complete in November 2017 and at that point a project can be set up to trial Public Internet Access to schools.

#### Governance

3.9 There are multiple different boards and collateral used to manage the entire ICT programme:

- Executive Review Board
- ICT & Digital Board
- Supplier Management Board
- Programme Boards
- Innovation Forum
- User Group

- 3.10 The programme board is held on a weekly basis and at this forum the major programmes, change projects, new proposals, security issues and service escalations are reviewed in detail.
- 3.11 Technology / ICT Audits completed in 16/17 – we completed 3 ICT related audits in the 16/17 plan: Cyber – External Vulnerability, IT Disaster Recover, and ICT: Monitoring of contract payments. These audits were completed post 31 March and were with Management for comment mid-April 2017 (details were included in Appendix 4 of the Internal Audit Opinion and Annual Report paper that was provided to Committee). Completion of the 11 findings raised from these reviews will be tracked through 2017/18. A further 3 audits are included in the 2017/18 plan: Cyber Maturity Analysis; Phishing Resilience and CGI Contract Management. This Internal Audit reviews are in addition to the ICT audit coverage provided by Scott Moncrieff, which ensures adequate coverage of all ICT related risks.

#### **4. Measures of success**

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- 4.1 The main measure of success is to deliver the revised programme of works as per the project plan.
- 4.2 The outcomes are clearly defined and these will be measured as part of any sign off process i.e. Milestone acceptance certificates.

#### **5. Financial impact**

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- 5.1 The ICT budget is on forecast to deliver against the business plan.
- 5.2 There are two key mechanisms to recover monies based on CGI's performance:
- Service Credits: Due to poor performance CGI are liable to pay service credits.
  - Delay Deductions: Due to the failure to deliver the Major Programmes of work CGI are liable to pay delay deductions to the Council.
- 5.3 We have not claimed these sanctions yet as we are using these as lever to keep CGI focussed on delivery.

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

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- 6.1 Since the contract commenced CGI have underperformed on the contractual commitments. Transformation programmes have missed the original delivery date, and in some cases the revised delivery date and this has meant that Council has been unable to realise the benefits and/or savings as originally envisaged.
- 6.2 CGI have made progress in delivering upon the Community Benefit outcomes included as part of the contract. Over the initial term, the Community Benefits aspect of the contract provides an obligation to create 220 jobs, 60 Modern Apprenticeships as well as investing in Community outcomes such as volunteering, and funding under privileged children into Higher Education. CGI have also pledged

to channel 25% of all contract spend via locally based small to medium enterprises (SMEs) and to provide funding for Edinburgh based new business start-ups and digital inclusion programmes.

- 6.3 To date, CGI have created c118 Jobs and 22 Modern Apprenticeships, as well as sponsoring two students through degree courses with more funding being provided for a new cohort in 2017/18. Spend with Edinburgh based SMEs is on track at currently c18%. CGI have also provided funding to the Lord Provost's One City Trust, a 'Computational Thinking' initiative supporting the training of Primary School teachers to become advocates of digital communication and IT literacy, as well as initiatives to improve digital inclusion via Tap Into IT, ACE IT and the Digital Skills Academy.

## **7. Equalities impact**

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- 7.1 Not Applicable.

## **8. Sustainability impact**

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- 8.1 Not Applicable.

## **9. Consultation and engagement**

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- 9.1 Not Applicable.

## **10. Background reading/external references**

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- 10.1 ICT and Digital Strategy: <http://ictanddigitalstrategy.org.uk/>

### **Stephen S. Moir**

Executive Director of Resources

Bruce Strang, Chief Information Officer and Head of ICT

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# Governance, Risk and Best Value Committee

10.00am, Tuesday, 29 August 2017

## Roads Services Improvement Plan

Item number	7.3
Report number	
Executive/routine	
Wards	All

### Executive Summary

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This report presents the Roads Services Improvement Plan, as approved by Transport and Environment Committee on 10 August 2017.

## Road Services Improvement Plan

### 1. Recommendations

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- 1.1 To note the content of the Roads Services Improvement Plan which was approved by Transport and Environment Committee on 10 August 2017.

### 2. Background

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- 2.1 The Council needs to maintain a high-quality road network to ensure the safety of road users, to ensure road users can freely travel around our network and to protect the overall appearance of Edinburgh as a city.
- 2.2 The Roads Services Improvement Plan has been developed to deliver an improvement in the overall condition of our road network as well as increased resident satisfaction and improved value for money.
- 2.3 There are three distinct service areas within the Council which have involvement on the repair and maintenance of the city's road network – Locality teams, Transport Design and Delivery (TDD) and Edinburgh Road Services (ERS).
- 2.4 Internal audit SFC1505 highlighted concerns relating to the contract management arrangements between the above service teams, specifically in relation to capital projects. The outcome of this audit was reported to Governance, Risk and Best Value Committee on [9 March 2017](#).
- 2.5 An outline of the proposed Roads Services Improvement Plan was reported to Governance, Risk and Best Value Committee on [20 April 2017](#).

### 3. Main report

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- 3.1 The Transport and Environment Committee on [10 August 2017](#) approved a Roads Services Improvement Plan.
- 3.2 The plan identifies the different issues that impact on road asset management performance and the actions that the service will take to address them.
- 3.3 The most radical changes within the plan are to re-align the focus of ERS on revenue works and to commission capital works through a prime contractor. The procurement of a prime contractor and the strengthening of the Council's in-house design /contract management function will deliver sustained improvements while ensuring there are effective controls in place to deliver value for money.

- 3.4 The Road Services Improvement Plan which was approved on 10 August 2017 is included in appendix 1 of this report.

## **4. Measures of success**

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- 4.1 Moving forward, there are several key performance and management indicators that need to be created or refreshed to ensure that our Roads Services are fit for purpose. However, the two key overarching measures of success should be that:
- Customer satisfaction with roads and pavements, as measured by the Edinburgh Peoples' Survey, will increase; and
  - The condition of Edinburgh's roads will improve as addressed in the Roads Asset Management Plan.

## **5. Financial impact**

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- 5.1 The majority of the actions within the Roads Services Improvement Plan can be implemented within existing resources.
- 5.2 A move to a prime contractor route for road capital delivery will require the Council to commit to a certain amount of capital funding throughout the term of that contract. This is in contrast to the Council's current rolling three year plan.
- 5.3 Approval will be sought at the appropriate time for any additional costs arising from the implementation of the Roads Services Improvement Plan.

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

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- 6.1 The Council has a duty to manage and maintain roads as prescribed in the Roads (Scotland) Act 1984. Failure to fulfil our duties could result in legal action been taken against the Council.
- 6.2 There are significant reputational risks to the Council if we do not improve the way in which we manage this wider function.
- 6.3 The specification of the contract documentation for a prime contractor, and the contract management arrangements will need to be well planned and robust enough to ensure that the aims of the contract are delivered and value for money is achieved. However, this is also true of existing arrangements in using framework contracts.

## **7. Equalities impact**

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- 7.1 The improvement plan aims to improve the condition of Edinburgh's road and pavement assets, improving mobility opportunities for all users and all modes of road and pavement transport. It ensures safer routes, free from potential hazards.

## 8. Sustainability impact

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- 8.1 A permanent first time fix approach will reduce works vehicle travel, reduce disruption to road, pavement users and the community, reduce the use of new material and reduce the amount of waste material that is disposed of.
- 8.2 Renewal of our road maintenance fleet will allow more efficient engines and reduced emissions.

## 9. Consultation and engagement

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- 9.1 Consultation with staff and trade unions will need to take place where changes to organisational structures or working patterns have an impact on staff.
- 9.2 As part of the wider improvement plan it is proposed to involve trade union colleagues and employee representatives to ensure that the views of all levels of the organisation are heard.
- 9.3 Consultation and engagement has taken place between TDD, Localities and ERS.

## 10. Background reading/external references

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- 10.1 None.

### **Paul Lawrence**

Executive Director of Place

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## 11. Appendices

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- 1 – Roads Services Improvement Plan

## Appendix 1 - Roads Services Improvement Plan

Theme	Action	Target Date	Lead	Expected Impact	
<b>Organisational Structure</b>					
1	Road Service Operations	Create a single service to manage and maintain all elements of the road asset maintenance/renewal cycle	Mar-18	Head of Place Management	Improved ownership of all road maintenance issues and more efficient investment decisions (i.e. revenue/capital funded)
2	ERS Operating Model	Re-align the ERS service to respond to visible defects on the road network	Dec-17	Head of Place Management	Improved responsiveness to customers and a reduction in the number of visible defects on the road network
3	ERS Budget Structure	Move the ERS budget from being a trading account to a general fund revenue account	Apr-18	Corporate Finance/Commercial Manager	Removal of the 'client' and 'contractor' culture with more scope to empower frontline staff in ERS to make the right decisions
4	Network Management	Create a single service to coordinate all activity on the road network (permits, TTROs, diversions etc)	Mar-18	Head of Place Management	Better clarity for customers and utility companies and improved consistency of the management of disruption to the road network
5	Locality Teams	Ensure sufficient resource remains in our Locality Teams to allow them to deliver road enhancements in consultation with Elected Members and local communities	Mar-18	Head of Place Management	Locality Teams are empowered and equipped to make improvements to the road network whilst not being restricted by statutory functions
<b>Customer Service</b>					
6	Enquiry Owners	Review all enquiry types and designate responsible officers/teams for each type of enquiry	Oct-17	ICT Systems/Roads Services	Improved clarity on responsible officers and reduced duplication of effort or double handling
7	Customer Enquiries	Work with Customer Services colleagues to improve enquiry handling/resolution	Oct-17	Customer Services/Roads Services	Improved customer feedback, particularly in relation to those enquiries that may take longer to resolve (e.g. where a capital scheme is required)

Theme	Action		Target Date	Lead	Expected Impact
8	Enquiry Tracking	Investigate the potential to create a control room operation involving staff from the service, Customer Services and Business Support to ensure appropriate action on issues	Dec-17	Head of Place Management	More agile allocation of enquiries and an increased understanding of all day-to-day operations across the city, ensuring that urgent issues are resolved more quickly and efficiently
<b>Road Safety Inspections</b>					
9	Roads Inspector Team	Re-align the Roads Inspector function to work alongside the Roads Asset Management Plan	Nov-17	Head of Place Management	Improved consistency and assurance that Road Safety Inspections are being properly carried out
10	Inspection Recording	Improve the process for recording inspections and defects	Dec-17	RAMP Manager/Process Analyst	Improved recording of inspections and defects will provide a more effective repair service and identify areas in need of more substantive repairs/replacement
11	Training	Deliver refresher training for all Roads Inspectors	Oct-17	RAMP Manager	Confident and well-informed inspectors that are trained and empowered to make the right decision when categorising defects
12	Inspection Compliance	Focus on carriageway and footway inspections to ensure they are kept up to date	Oct-17	RAMP Manager	Assurance that risk management is being addressed by having comprehensive inspection data available
<b>Defect Repairs</b>					
13	Aim for Right First Time	Ensure all squads are properly equipped to carry out permanent first-time repairs wherever possible	Sep-17	Commercial Manager	Increased permanent repairs and reduced number of failed temporary repairs
14	Follow Up Repairs	Develop a process to follow up with permanent repairs when temporary repairs are required in the first instance	Sep-17	Commercial Manager/ Contracts & Logistics Managers	Increased resident satisfaction as temporary repairs are replaced with more permanent repairs within a reasonable timescale

Theme					
Theme	Action	Target Date	Lead	Expected Impact	
15	Programming and Scheduling	Schedule defect repairs in the most efficient manner and provide key health and safety documentation to squads	Oct-17	BSS Manager/ERS Manager	Improved productivity within ERS
16	Guardrail Repair and Replacement	Allocate resources to repair the large number of defective guardrails across the city	Dec-17	ERS Manager	Reduced number of damaged guardrails visible and improved aesthetics across the city
17	Setted Street Repairs	Ensure adequate internal capability to properly repair defects on setted streets.	Mar-18	ERS Manager	Enhancement and protection of our setted street assets
<b>Workforce Management</b>					
18	Nightshift	Evaluate effectiveness of the nightshift service and consider improvements	Aug-17	Commercial Manager / Contracts & Logistics Managers	An effective night shift operation delivering value for money
19	Increased Investment in resources	Invest in training and engagement for all staff, in addition to providing equipment and leadership to support people in their role.	Sep-17	OD & Learning/ERS Manager	A well trained workforce with enhanced capability
20	Working Patterns	Review current working patterns ensure the service delivery is aligned to demand	Oct-17	ERS Manager	Services are deployed linked to demand
21	Apprenticeships	Rollout a full apprenticeship programme within Roads Services to develop young people in our workforce and ensure that we have the right skill sets in the future	Apr-18	OD & Learning	Succession planning within our workforce and assurance that we are developing young people with the skills we require
<b>Fleet and Depots</b>					
22	Fleet Maintenance	Consider current use of maintenance bay at Bankhead to avoid the downtime of vehicles travelling to Russell Road Depot	Oct-17	Commercial Manager/ Fleet Manager	Reduced mileage and non-productive time as a result of not having to transport vehicles for servicing

Theme		Action	Target Date	Lead	Expected Impact
23	Depot Review	Review the requirement for three depots for roads and develop a rationalisation/improvement strategy	Dec-17	ERS Manager/ Asset Strategy Manager	A fit for purpose and effective depot estate to support service delivery
24	Salt Storage	Ensure that adequate arrangements are in place to provide core and contingency salt stocks to support our winter maintenance activity	Sep-17	Commercial Manager/Asset Strategy Manager	Assurance that we have appropriate salt levels in the right places to provide our winter weather service
<b>Improved Business Processes</b>					
25	Confirm Training	Extend training to staff and ensure Confirm is fully utilised	Oct-17	Confirm Board	Improved utilisation of the Confirm system and an enhanced single view of all road maintenance activity
26	Schedule of Rates	Develop a suite of schedule of rates for the newly established Road Service operations	Dec-17	Commercial Manager	Improved quality of management information that will allow the service to better allocate and complete work
27	Winter Weather Treatment	Review the winter maintenance operation and ensure that the service achieves value for money	Aug-17	ERS Manager/Locality Managers	A robust winter weather service that is financially sustainable
<b>Improved Asset Management</b>					
28	Asset responsibility	Create a joint RAMP and Roads Inspection function	Dec-17	Head of Place Management	Improved ownership over the whole life cycle of our roads asset



Theme	Action		Target Date	Lead	Expected Impact
29	Inspection and RAMP data	Develop a system to integrate road inspection data with RAMP data to inform optimal investment in our road asset	Mar-18	RAMP Manager	Increased opportunity to identify those defects that should be addressed through capital investment
<b>Capital Delivery and Contract Management</b>					
30	Prime contractor	Undertake market testing to assess the potential for the procurement of a single prime contractor to deliver all capital works	Dec-17	Infrastructure Manager	Knowledge of existing market conditions and appetite of the industry to undertake a prime contract with the Council
31	Contract Management	Benchmark other Councils with prime contractors to determine the optimal contract management structure and roles	Feb-18	Infrastructure Manager/Commercial and Procurement	An improved understanding of any 'lessons learnt' and best practice
32	Contract Management	Following market testing and benchmarking, if appropriate, seek Committee approval, develop a contract specification, advertise and procure a prime contract before implementation.	Apr-19	Infrastructure Manager/Commercial and Procurement	A fit for purpose contract specification which demonstrated investment in the city's road network leading to better value for investment and increased productivity.

# Governance, Risk and Best Value Committee

**10am, Tuesday 29 August 2017**

## **Looked After Children: Transformation Programme Progress Report – referral from the Education, Children and Families Committee**

**Item number** 7.4

**Report number**

**Executive/routine**

**Wards**

### **Executive summary**

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The Education, Children and Families Committee on 15 August 2017 considered a report providing an update on the progress of the Looked After Children transformation programme. The Committee agreed to note the report and to refer it to the Governance, Risk and Best Value Committee for consideration.

# Terms of Referral

## Looked After Children: Transformation Programme Progress Report

### Terms of referral

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- 1.1 On 15 August 2017, the Education, Children and Families Committee considered a report by the Executive Director for Communities and Families providing an update on the progress of the Looked After Children transformation programme.
- 1.2 The Education, Children and Families Committee agreed:
  - 1.2.1 To note the progress made to date against the starting position at March 2013 as set out in appendix 1 of the report.
  - 1.2.2 To note the actions in progress to deliver further improvements from the early intervention investment approved in the 2017/18 budget.
  - 1.2.3 To note that the next update would be provided in December 2017.
  - 1.2.4 To refer this report to Governance, Risk and Best Value Committee.

### For Decision/Action

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- 2.1 The Governance, Risk and Best Value Committee is asked to consider the attached report by the Executive Director for Communities and Families.

### Background reading / external references

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#### **Laurence Rockey**

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Looked After Children: Transformation Programme Progress Report – report by the Executive Director for Communities and Families

# Education, Children and Families Committee

10.00am, Tuesday 15 August 2017

## Looked After Children: Transformation Programme Progress Report

Item number

Report number

Executive/routine

Wards

All

### Executive summary

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Expenditure on Looked After Children (LAC) increased by an average of £1.8m a year from 2007 to 2013 as a result of increases in the number of LAC and increased use of purchased foster carers.

Through use of the Early Years Change Fund and initiatives agreed through the Priority Based Planning process the service has developed a transformation programme to shift the balance of care towards more preventative services that safely reduce the need for children to come into care.

This report provides an update on progress to the end of March 2017 compared to the position at March 2013 as set out in the original report to Corporate Management Team dated 31 July 2013 and subsequently reported to [Governance, Risk and Best Value Committee on 25 September 2013](#).

### Links

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Coalition pledges

Council outcomes

Single Outcome Agreement

The LAC transformation programme is a five year programme which commenced in 2013 and will be entering its final year.

Progress was last reported to the Education, Children and Families Committee in December 2016. Many of the targets had been achieved or exceeded. These included an overall reduction in the LAC population; a reduction in the number of children in foster care; an increase in kinship care placements; and a reduction in the use of secure care.

The service was behind target to reduce the percentage of independent foster placements and reduce use of residential care placements although significant progress had been made since 2013. Analysis of national benchmarking information indicated that this was unlikely to be achieved within timescale. These pressures were taken into account by the Council during the budget setting process for 2017-18.

As a result the service is in the process of developing a new strategy and targets to continue to reduce the need for children to become Looked After taking into account factors such as the rising child population, the implications of implementing Self Directed Support and the Children and Young People (Scotland) Act 2014 and the increases in Unaccompanied Asylum Seeking Children.

## Looked After Children: Transformation Programme Progress Report

### Recommendations

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- 1.1 Note the progress made to date against the starting position at March 2013 as set out in appendix 1.
- 1.2 Note the actions in progress to deliver further improvements from the early intervention investment approved in the 2017/18 budget.
- 1.3 Note that the next update will be provided in December 2017.
- 1.4 Refer this report to Governance, Risk and Best Value Committee.

### Background

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- 2.1 The number of LAC increased from 1,228 in 2007 to 1,410 in 2013, an increase of 15% or an average of 30 children a year. The cost of this increase is £1.8m each year, a total increase of £10.8m since 2007. The Council had been budgeting for continued annual increases of £1.8m a year from 2013/14 to 2017/18.
- 2.2 The growth in LAC was primarily accommodated within fostering with an increase in placements from 386 in 2007 to 601 in 2013, an increase of 56%.
- 2.3 The majority of this growth was with independent fostering providers with the average cost per placement being £46K pa.
- 2.4 This trend of increasing numbers of LAC and corresponding increase in purchased fostering was reflected at a national level.
- 2.5 The Scottish Government, in seeing this trend across Scotland, set up the Early Years Change Fund encouraging Local Authorities to implement preventative initiatives designed to reduce the continued growth in LAC and shift investment from expensive intervention measures to early support for families that reduce the need for accommodation and improve outcomes for children and young people.
- 2.6 In February 2012 the Council approved funding of £8.642m from 2012/13 to 2014/15 for the Early Years Change Fund. The Council's Long-Term Financial Plan built in the continuation of £4.038m per year from 2015/16.
- 2.7 Through the Priority Based Planning process the service developed a transformation programme to change the balance of care for LAC to take effect from April 2013 and targets were set to March 2018. This includes strengthening universal early years services and providing more support to families to support their children at home.

- 2.8 LAC can be placed in the following placement types. The direct cost of each placement type is also shown which gives a context to the variance in rates. The transformation programme aims to shift the balance of care towards the lower cost placement types:

<b>Placement type / Client populations</b>	<b>Direct unit cost pa</b>
Looked After at Home	Minimal. Mainly supported through staffing and some preventative services
Kinship care	£7K
Prospective adoption	£7K
In-house foster care	£26K
Purchased foster care	£46K
Young people's centres and close support	£100K - £150K
Residential schools	£100K - £330K
Secure care	£290K

## Main report

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### **Balance of Care performance to date**

- 3.1 Appendix 1 sets out the client populations, the number at March 2013 and the target and actual number at March 2017.
- 3.2 Further information about each target will provide an understanding of the actions to date, any issues that have arisen and any actions taken to address ongoing pressures through the 2017/18 budget process.

### **Looked After Children (all placements)**

- 3.3 The target is to reduce the rate of annual growth by a third from an average of 30 placements to 20 a year. The performance is significantly ahead of target as not only has the increase been addressed but overall numbers have reduced by 38 since March 2013. The reduction in overall LAC numbers is broadly consistent with the national performance over the same period.
- 3.4 Services designed to stop children needing to become LAC and enabling children to cease being LAC, such as universal Early Years services, parenting support programmes, Prepare, Family Group Decision Making, Multisystemic Therapy,



and the Integrated Family and Household Support service, will continue to focus on supporting children and families to enable them to not require statutory measures. Other new measures designed to contribute towards this are detailed in paragraph 3.30 of the report.

## **Foster Care**

### **Overall placement numbers**

- 3.5 Foster placements had increased at an average of 40 a year from March 2007 to March 2013. The target is for there to be no further growth in this population and this is ahead of target with there being a reduction of 23 placements compared to March 2013.
- 3.6 It should be noted that foster care is also provided on a discretionary basis to former LAC i.e. children who were in a foster placement but are no longer legally classed as Looked After when they reach age 18. As part of throughcare planning for some of these young people a continuation of their foster placement, often whilst attending further education, is agreed. Through the new [Continuing Care legislation](#) it will no longer be discretionary to support placements for 18 year olds from April 2017. The Scottish Government will provide additional funding to meet the expected increase in costs as a result of the new legislation.

### **The City of Edinburgh Council Foster Care**

- 3.7 The target is to increase the proportion of foster placements provided by the Council's own carers from 55% at March 2013 to 77% by March 2018. At March 2017 the target is to have reached 73%, however, the service is behind target having achieved 64%.
- 3.8 Significant progress has been made to increase in-house capacity through carers transferring from independent agencies and providing housing adaptations for existing carers to increase the number of placements they can support.
- 3.9 Over the 4 years of the LAC Transformation Programme the national position has changed which has seen a reduction in the percentage of local authority provided foster placements from 75% to 70%. Through the 2017/18 budget process it was acknowledged that it was not possible to achieve 77% by March 2018 and additional funding was provided to meet the expected position. The service is committed, however, to continuing to improve this position and new improvement targets are in the process of being developed.

### **Independent Foster Care**

- 3.10 The target is to reduce the percentage of independent foster placements from 44% at March 2013 to 23% by March 2018. At March 2017 the target is to have reached 27%, however, the service is behind target having achieved 36%.
- 3.11 Significant progress has been made in this area in the past year. By way of comparison the number of new placements made with independent agencies in 2012/13 was 27% of all new placements. In 2015/16 this had reduced to 18% and in 2016/17 this reduced further to 13%. This has been possible through the actions taken to increase our in-house capacity.

- 3.12 The service continues to meet with all independent agencies to review pricing, particularly in relation to permanent placements and placements for young people aged 18 and over. The service will continue to challenge pricing where appropriate in order to ensure all charges are justified for each placement.

### **Residential Care**

- 3.13 The target is to reduce residential placements by four a year and at March 2017 the target would be a reduction of 16 since March 2013. The service is behind target by 19 placements.
- 3.14 The service has been successful in reducing internal capacity and improving occupancy of the remaining units through the closure of Wellington School in 2014, Pentland View in February 2015 and Greendykes Young People's Centre (YPC) in August 2016. The opening of the new Heathervale unit in 2016 and the replacement of Oxfangs YPC in 2017, to a similar design as Heathervale, will provide more flexible accommodation for young people and enable the service to manage some of the young people with exceptional needs.
- 3.15 The service has carried out an analysis of the use of residential care (including secure care) across Scotland. In 2015/16 the proportion of LAC in residential care was 9.9% nationally compared to 6.3% in Edinburgh. To achieve the 2017/18 target the proportion would have to reduce to 4% of LAC. Through the 2017/18 budget process it was acknowledged that to seek to reduce residential capacity to 4% of the LAC population was not possible if the Council is to meet the needs of the children it has to support. The budget has, therefore, been re-aligned to operate at the current performance of 6.3% of the LAC population.
- 3.16 The service continues to review all internal and purchased residential placements to minimise their use. Independent reviewing officers chair reviews of LAC placements. In the highest spend cases we have put in place a number of practice evaluation sessions which involve senior management scrutiny of ongoing placements and a new exploration of the alternatives. This is leading to some proposed alternative plans for children but in most cases these will need the agreement of a Children's Hearing as the child's place of residence is named in the conditions attached to a statutory supervision order.
- 3.17 In addition, all placements are undergoing a re-assessment involving relevant social work and education staff to identify opportunities for returning the children to Council provision. This will include utilising the principles of the [Social Care \(Self-directed Support\) \(Scotland\) Act 2013](#) where possible, which seeks to engage parents, carers and extended family in developing a support plan that meets their needs and enables the child to be cared for by them, where it is safe and appropriate to do so.

## **Kinship Care**

- 3.18 The target is to increase kinship placements to 24% of all LAC by March 2018. At March 2017 the position is 23% and is on target. In addition, the number of former kinship carers who have taken out a Section 11 Residence Order giving them parental rights for the child has increased from 169 at March 2013 to 251 at March 2017.
- 3.19 Over the past few years kinship support services have been put in place which supports approximately 100 placements a year. The Family Group Decision Making Service has also been expanded to provide a service for vulnerable babies across the city and reviewing existing residential placements, and taken together, the expansion of this support to families is seen to be the main reasons for the increases in kinship placements.
- 3.20 The vulnerable babies project roll out to other areas of the city has had a positive effect on the number of babies needing to become LAC and subsequently being placed for adoption.

## **Prospective adoptions**

- 3.21 The target is to increase the number of prospective adoptions by five in 2013/14 and by 10 from 2014/15.
- 3.22 This is behind target, however, this is due to the impact of the work of services such as Family Group Decision Making and Prepare enabling more babies to remain with their parents or with kinship carers as in 3.19.

## **Secure Care**

- 3.23 The target is to reduce usage of secure placements from 12 to 6 by March 2015.
- 3.24 On this basis, a separate report to this Committee was approved on 13 December 2016 to [cease referrals to the secure unit on the St Katharine's campus](#) which enabled in-house capacity to reduce from 12 beds to 6 beds.
- 3.25 However, the service anticipates that there will be a requirement to purchase additional secure placements or alternative forms of independent residential placements on occasion and additional funding to support a maximum of eight beds has been provided should this be required. This is based on the knowledge that the average use of secure care over recent years has been approximately 12 placements at any one time. Additional measures are being taken to further reduce the need for secure accommodation including enhancing support in residential units, providing intensive family support services and maximising the use of Movement Restriction Conditions (electronic tagging).
- 3.26 Through the 2017/18 budget process it was acknowledged that the service required a secure service that complemented the rest of the residential estate and taken together could support 6.3% of the LAC population.

## **Looked After Children at Home**

- 3.27 The target is to increase the proportion of Looked After children supported at home with their parents from 27% to 29% by 2017/18. This reflects a gradual increase over time and the benefits of this are that children remain with their parents and do not require higher cost services such as residential, foster and kinship placements.
- 3.28 At March 2017 the proportion had reduced to 25% due to a significant increase in the number ceasing to be Looked After at all.
- 3.29 The service continues to have the long-term aim of increasing the proportion of Looked After at home within the LAC population but at this stage welcomes the reduction in the need for children to be Looked After.

### **Future strategy**

- 3.30 The service is in the process of developing a new strategy to reduce the need for children to become LAC. Significant resources have been identified including £2m agreed by Council for the purposes of early intervention. Plans include putting in place a council wide workforce development programme on restorative practice; increased provision of Family Group Decision Making, recruitment of host families for unaccompanied asylum seeking children, accelerating the implementation of Self Directed Support for children in need, working with the NHS and schools to improve the identification of and support for children with mental health concerns and enhancing support for foster carers who are caring for children with disabilities.
- 3.31 The child population of Edinburgh is predicted to rise by approximately 5% between 2016 and 2020, compared to the Scottish figure of 1%, and 11% by 2024.
- 3.32 The service is considering how best to take this into account in setting targets for future years. It is likely that of the extra children and young people arriving in Edinburgh, a proportion will be in need or at risk and some will need to be Looked After. It may therefore be appropriate to set targets that are proportionate to the anticipated increased while being both ambitious and achievable.
- 3.33 The service will make recommendations to the Council in a future report.

## **Measures of success**

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- 4.1 The programme has the following key measures of success (when compared to the position at March 2013). The position at March 2017 relative to targets is also given.
- The target is for:
- 4.1.1 Annual growth in total LAC to be reduced by 33% from 2013/14 and at March 2017 this is ahead of target.

- 4.1.2 No net growth in LAC foster placements from 2013/14 to 2017/18 and performance at March 2017 is ahead of target.
- 4.1.3 The proportion of foster placements with the City of Edinburgh Council's own carers to increase to 75% by 2017/18. Performance at March 2017 is behind target.
- 4.1.4 The proportion of foster placements purchased from independent providers to reduce to 25% by 2017/18. Performance at March 2017 is behind target.
- 4.1.5 The number of residential placements to reduce by 27% by 2017/18. Performance at March 2017 is behind target. Overall performance when compared to the national position is positive with 6.3% of LAC in residential case compared to 9.9% nationally.
- 4.1.6 The number of LAC placed with kinship carers to increase to 24% of all LAC by 2017/18. Performance at March 2017 is on target.
- 4.1.7 The number of LAC placed for adoption to increase by 5 in 2013/14 and by 10 a year from 2014/15. Performance at March 2017 is behind target, however, this is due to a reduction in the number of children requiring an adoption placement.
- 4.1.8 The number of secure placements to reduce by 50% by 2015/16. This is a reduction of six placements and at March 2017 is on target.
- 4.1.9 The proportion of children Looked After at home to increase to 29% of the total LAC population by 2017/18 and at March 2017 is behind target.
- 4.2 Through the 2017/18 budget process it was acknowledged that very challenging targets had been set for reducing the number of independent foster placements and residential and secure placements. The 2017/18 budget was set to reflect the expected position as at March 2017. The service is in the process of developing a new strategy and targets for 2017/18 onwards as set out in 3.30 to 3.32.
- 4.3 It should also be acknowledged that the aim is to achieve the optimum balance between different care types and in certain instances being behind target is mitigated by other areas being ahead of target.

## Financial impact

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- 5.1 The total savings achieved through reduction in usage of residential care and shifting the balance of family based care are approximately £5.3m per year.
- 5.2 The table below shows the financial impact of the changes in family based LAC placements from March 2013 to March 2017.

<b>Client population</b>	<b>Number at March 2013</b>	<b>Number at March 2017</b>	<b>Movement</b>	<b>Average Cost per place £K</b>	<b>Annual Cost / (Savings) as at March 2017 £K</b>
CEC foster care	343	377	34	26	884
Independent foster care	265	208	-57	46	-2,622
Kinship Care	288	320	32	7	224
Prospective adoptions	39	24	-15	7	-105
<b>TOTAL</b>	<b>935</b>	<b>929</b>	<b>-6</b>		<b>-1,619</b>

- 5.3 In addition to the above, annual savings of approximately £3.7m have been delivered from the closure of Wellington School, Pentland View Close Support Unit and the merger of Greendykes YPC and Edinburgh Families Project at Heathervale. Re-investment of £1.1m from the Wellington School savings was made within mainstream and special schools.
- 5.4 The budget for 2017/18 has been set to meet the overall number and mix of LAC placements as at March 2017.
- 5.5 The Council approved £2m of early intervention and prevention funding for 2017/18 of which £1.442m will be invested in this area with the aim to continue the improvements seen in the four years of the LAC Transformation Programme.

## **Risk, policy, compliance and governance impact**

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- 6.1 Due to the nature of the client group being supported and the high cost per placement for residential, secure and foster care there will always be a risk that additional pressures may arise. The service is confident, however, that the services and processes in place can minimise the risks of significant additional pressures arising.

## **Equalities impact**

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- 7.1 It is anticipated that the overall programme will have a positive impact on outcomes for vulnerable children due to the focus on preventative, neighbourhood and family focused initiatives. A record of Equality and Rights Impact Assessment will be published in accordance with agreed Council processes.

## Sustainability impact

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- 8.1 There are no direct sustainability implications arising from this report. A Sustainability and Environmental Impact Assessment will be published in accordance with agreed Council processes.

## Consultation and engagement

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- 9.1 Where the transformation initiatives require consultation with the trade unions, public or Scottish Government it will be carried out as necessary.

## Background reading/external references

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[Looked After Children: Transformational Programme Progress Report – Governance, Risk and Best Value Committee 23 September 2015](#)

[Looked After Transformation Programme Progress Report – Education, Children and Families Committee 13 December 2016](#)

[Early Years Change Fund Progress Update on Year Three – Education, Children and Families Committee 6 October 2015](#)

[Implementation of Children and Young People \(Scotland\) Act 2014 update – Education, Children and Families Committee 13 December 2016](#)

[Annual Review of Services for Looked After and Accommodated Children- Report to Education, Children and Families Committee 8 December 2015](#)

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## Links

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**Coalition pledges**

**Council outcomes**

**Single Outcome Agreement**

**Appendices**                      1    LAC Client populations 2013 v 2017



## Looked After Children – Client populations 2013 v 2017

Client populations	Objective	Actual at March 2013	Actual at March 2017	Variance from March 2013	Notes
Looked After Children (covering all sub-sets below)	To reduce the rate of increase for this population to around +20 for the full year.	1,410	1,372	-38	Overall LAC has reduced by 3% against a target of reducing the rate of growth to 8%.
Foster Care (CEC and independent)	No growth in overall foster numbers. The net difference for the full year should be 0.	608	585	-23	Overall foster numbers have reduced by 4% against a target to remain static.
CEC foster Care	To increase the number of placements with CEC Carers. The net difference for the full year should be around +25.	343	377	34	CEC foster care has increased by 10% against a target to increase by 30%
Independent foster care	To reduce the number of placements with Independent Carers. The net difference for the full year should be around -25.	265	208	-57	Independent foster care has reduced by 22% against a target to reduce by 38%
Residential care	To reduce the number of placements. The net difference for the full year should be around -4.	84	87	3	Residential capacity has been reduced and delivered significant savings. Overall usage is broadly the same with greater occupancy percentages.



Kinship care	To increase the percentage to 24% of the overall LAC population. The net difference for the full year should be around +15.	288	320	32	Kinship care numbers have increased by 11% against a target to increase by 19%. Over the same period former kinship carers who have taken a S11 order has increased from 169 to 251, an increase of 49%.
Prospective adoptions	To increase the number of placements. The net difference for the full year should be around +10.	39	24	-15	The number of children being placed for adoption has reduced. This is seen to be due to the success of intervening earlier with families and supporting more children at home and placing more children with kinship carers.
Secure care	To reduce the number of placements from 12 to 6 by 2018.	12	9	-3	Usage has reduced following the closure of the Guthrie Unit.
Looked After Children at Home	To increase the percentage to 29% of the overall LAC population. The net difference for the full year should be around +10.	379	347	-32	

# Governance, Risk and Best Value Committee

10am, Tuesday 29 August 2017

## Whistleblowing update

Item number	7.5
Report number	
Executive/routine	
Wards	

### Executive summary

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This report provides a high level overview of the operation of the Council's whistleblowing hotline for the period 1 January to 30 June 2017.

## Whistleblowing update

### Recommendations

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- 1.1 To note the report.

### Background

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- 2.1 The Council launched its confidential whistleblowing hotline service, provided by independent company Safecall, on 12 May 2014.
- 2.2 This report covers the period from 1 January to 30 June 2017.

### Main report

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#### Reports to Safecall

- 3.1 During the reporting period Safecall received nine new reports as follows:

Category	Number of disclosures
Major/significant qualifying disclosures	5
Minor/operational qualifying disclosures	2
Category to be determined	0
Non-qualifying disclosures	2

#### Whistleblowing Review - Action Plan Progress

- 3.2 Progress against outstanding actions has been limited while staff have been working on the Local Government and UK Parliamentary elections.
- 3.3 The Council's Whistleblowing Policy was reviewed to reflect the findings of the pilot review and was approved for immediate implementation by the Finance and Resources Committee on 23 March 2017.

- 3.4 A whistleblowing toolkit, to assist all of those who might be involved in the process, has been published on the Orb.
- 3.5 A draft guide and toolkit for investigating officers has been tested by a senior manager who investigated a minor disclosure. This will be refined and developed further for issue to the investigating officers of future disclosures.
- 3.6 With service area reviews now completed, it is our intention to compile a new list of nominees from service areas to be trained as investigating officers in partnership with Safecall.

### **Scottish Parliament Health and Sport Committee**

- 3.7 The Committee asked the Council to appear before them on 13 June 2017 during their consideration of Petition PE1605 (Whistleblowing in the NHS – a safer way to report mismanagement and bullying).
- 3.8 The petitioner had cited the Council's whistleblowing arrangements, in particular the provision of an independent hotline, as a potential model for NHS Scotland.
- 3.9 Kirsty-Louise Campbell, Senior Manager: Strategy and Insight, and Laura Callender, Governance Compliance Manager, appeared before the Committee to answer members' questions relating to the Council's whistleblowing arrangements.

### **CIPFA Public Finance Innovation Awards 2017**

- 3.10 The Council's whistleblowing service was shortlisted as a finalist but did not win the Good Governance Award category in London in April 2017.

## **Measures of success**

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- 4.1 Employees feel able to report suspected wrongdoing as early as possible in the knowledge that:
  - 4.1.1 their concerns will be taken seriously and investigated appropriately;
  - 4.1.2 they will be protected from victimisation; and
  - 4.1.3 the provisions of the whistleblowing policy ensure all matters at the Council are fully transparent and officers are accountable.

## **Financial impact**

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- 5.1 The cost of the whistleblowing hotline for the six month period 1 January to 30 June 2017 was £9,450 + VAT.

## **Risk, policy, compliance and governance impact**

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- 6.1 The whistleblowing policy was developed and agreed to complement existing management reporting arrangements and to ensure employees have the right to

raise concerns in the knowledge that they will be taken seriously, that matters will be investigated appropriately and confidentiality will be maintained.

## Equalities impact

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7.1 There are no direct equalities implications arising from this report.

## Sustainability impact

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8.1 There are no sustainability implications arising from this report.

## Consultation and engagement

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9.1 A range of stakeholders, including whistleblowers and trades unions, were consulted during the pilot review.

9.2 There was consultation with the trades unions to secure a local agreement in relation to the revised whistleblowing policy.

## Background reading/external references

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[Finance and Resources Committee 27 August 2015: item 7.13 - Review of Whistleblowing Arrangements](#)

[Finance and Resources Committee 23 March 2017: item 7.2 - Whistleblowing Policy](#)

## Andrew Kerr

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