Notice of meeting and agenda

Housing, Homelessness and Fair Work Committee

10.00 am Thursday 14th January 2021

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the webcast live on the Council's website.

The law allows the Council to consider some issues in private. Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

Contacts

Email: jamie.macrae@edinburgh.gov.uk / sarah.stirling@edinburgh.gov.uk

Tel: 0131 553 8242 / 0131 529 3009

1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

3.1   If any.

4. Minutes

5. Forward Planning

Business Bulletin

7. Executive Decisions

8. Routine Decisions

9. Motions

9.1 None.

Andrew Kerr

Chief Executive

Committee Members

Councillor Kate Campbell (Convener), Councillor Mandy Watt (Vice-Convener), Councillor Chas Booth, Councillor Jim Campbell, Councillor Graham Hutchison, Councillor David Key, Councillor Kevin Lang, Councillor John McLellan, Councillor Claire Miller, Councillor Gordon Munro and Councillor Norman Work

Information about the Housing, Homelessness and Fair Work Committee

The Housing, Homelessness and Fair Work Committee consists of 11 Councillors and is appointed by the City of Edinburgh Council.

This meeting of the Housing, Homelessness and Fair Work Committee is being held virtually by Microsoft Teams.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Jamie Macrae or Sarah Stirling, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 553 8242 / 0131 529 3009, email jamie.macrae@edinburgh.gov.uk / sarah.stirling@edinburgh.gov.uk.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to the Council's online Committee Library.

Live and archived webcasts for this meeting and all main Council committees can be viewed online by going to the Council's Webcast Portal.

Webcasting of Council meetings

Please note this meeting may be filmed for live and subsequent broadcast via the Council's internet site – at the start of the meeting the Convener will confirm if all or part of the meeting is being filmed.

The Council is a Data Controller under current Data Protection legislation. We broadcast Council meetings to fulfil our public task obligation to enable members of the public to observe the democratic process. Data collected during this webcast will be retained in accordance with the Council's published policy including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

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

If you have any queries regarding this, and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact Committee Services (committee.services@edinburgh.gov.uk).

This page is intentionally left blank

Minutes

Housing, Homelessness and Fair Work Committee

10.00am, Thursday 5 November 2020

Present

Councillors Kate Campbell (Convener), Watt (Vice-Convener), Booth, Jim Campbell, Hutchison, Key, Lang, McLellan, Miller, Munro and Work.

1.   Minutes

Decision

1)   To approve the minute of the Housing, Homelessness and Fair Work Committee of 3 September 2020 as a correct record.

2)   To approve the minute of the Housing, Homelessness and Fair Work Committee of 18 September 2020 as a correct record.

2.   Work Programme

The Housing, Homelessness and Fair Work Committee Work Programme for November 2020 was presented.

Decision

To note the Work Programme.

(Reference – Work Programme, submitted.)

3.   Housing, Homelessness and Fair Work Committee Rolling Actions Log

The Housing, Homelessness and Fair Work Committee Rolling Actions Log for November 2020 was presented.

Decision

1)   To agree to close the following actions:

- Action 2 – Motion by the Green Group – Wellbeing Measures for Economic Success

- Action 4(2) – Internal Audit – Homelessness Services

- Action 8 – Housing Service Improvement Plan: Update

- Action 9 (1, 2 & 3) – No Recourse to Public Funds – Legal Position

- Action 10 – Homelessness Services – Update

2) To otherwise note the remaining outstanding actions.

(Reference – Rolling Actions Log, submitted.)

4. Housing, Homelessness and Fair Work Committee Business Bulletin

The Housing, Homelessness and Fair Work Committee Business Bulletin for September 2020 was presented.

Decision

1) To note the Business Bulletin.

2) To request that the consultation response on Short Term Lets be circulated to the committee.

3) To note that the Meadowbank masterplan had been approved at the beginning of October 2020.

(Reference – Business Bulletin, submitted.)

5. Edinburgh International Conference Centre – Annual Update

An update was provided on the performance of the Edinburgh International Conference Centre (EICC) in the year ending 31 December 2019. Key areas of performance were identified to be embedded as Key Performance Indicators (KPIs) in the Strategic Delivery Agreement (SDA) that was under development.

Marshall Dallas gave a presentation which provided an update on the performance of the EICC during the year to 31 December 2019 and highlighted some of the successes and achievements realised in the period.

Decision

1) To note the annual performance update provided by Edinburgh International Conference Centre (EICC) as detailed in Appendix 1 of the report.

2) To note the EICC Statement of Accounts for 2018 as reported to CEC Holdings Ltd and the Auditor's Report for EICC as detailed in Appendices 2 and 3 of the report respectively.

3) To note the update on progress with the development of a Strategic Delivery Agreement and the proposed areas identified as Key Performance Indicators (KPIs).

4) To refer the report to the Governance Risk and Best Value Committee for information.

(References – Housing, Homelessness and Fair Work Committee of 31 October 2019 (item 13); report by the Executive Director of Place, submitted.)

6.   Housing Sustainability Update

Details were provided of the specific approaches to sustainability and net zero carbon that would be embedded across the Council's existing housing stock and new build housing, in line with the Council's 2030 net zero carbon commitment and the objectives of the Housing Revenue Account (HRA) Budget Strategy.

Motion

1)   To note the work underway to develop an advanced whole house retrofit approach (based on the EnerPHit retrofit standard) across existing Council homes to support the delivery of the Council's net zero carbon commitment.

2)   To note the new build housing design guide would seek a holistic approach to achieving a net zero carbon outcome for all developments going forward.

3)   To note the range of innovative energy programmes and projects underway such as the Decarbonisation Fund and Scottish Government Home Energy Efficiency Programme Scotland: Area Based Scheme (HEEPS:ABS) to reduce emissions, tenants' energy bills and tackle fuel poverty.

4)   To request a six-monthly Business Bulletin update on the net increase in homes and acquisition.

5)   To request clarification on the fuel source for cooking in properties under development.

-       moved by Councillor Kate Campbell, seconded by Councillor Watt

Amendment

1)   To note the work underway to develop an advanced whole house retrofit approach (based on the EnerPHit retrofit standard) across existing Council homes to support the delivery of the Council's net zero carbon commitment.

2)   To note the new build housing design guide would seek a holistic approach to achieving a net zero carbon outcome for all developments going forward.

3)   To note the range of innovative energy programmes and projects underway such as the Decarbonisation Fund and Scottish Government Home Energy Efficiency Programme Scotland: Area Based Scheme (HEEPS:ABS) to reduce emissions, tenants' energy bills and tackle fuel poverty.

4)   To thank officers for their hard work on developing this agenda, acknowledge the significant progress achieved so far in ensuring that all citizens had a warm, dry, affordable, climate-friendly home, and acknowledge the substantial challenges in reducing climate emissions and energy bills from homes.

5)   To agree that officers would engage with the Edinburgh Climate Commission, and work with colleagues developing the emerging Carbon Scenario tool, and would receive an update report within six months which would outline progress on this agenda, and, in particular, would set out:

    a)   a target date on which all new-build council housing would be net zero carbon, consistent with the council's wider net zero carbon target.

    b)   potential revisions to the retrofit action plan to ensure it remained consistent with the council's wider net zero carbon target.

6)   To request a six-monthly Business Bulletin update on the net increase in homes and acquisition.

7)   To request clarification on the fuel source for cooking in properties under development.

-     moved by Councillor Booth, seconded by Councillor Miller

In terms of Standing Order 22.12, the amendment was accepted as an addendum to the motion by Councillor Kate Campbell.

Decision

To approve the adjusted motion by Councillor Kate Campbell.

(References – Housing, Homelessness and Fair Work Committee of 20 January 2020 (item 12); report by the Executive Director of Place, submitted.)

7.   Housing Revenue Account (HRA) Budget Strategy 2021/22

The 30-year HRA Business Plan 2021/22-2050/51, the financial framework that underpinned the Housing Service, was reviewed annually in consultation with tenants. A five-year Capital Programme and one-year Capital Investment Budget was approved by Council. There was a planned increase in investment over the next ten years from £2,460m to £2,850m (an increase of around £390m on the previous year's plan). This investment supported the delivery of new homes, the modernisation of existing homes including the commitment to deliver zero carbon emissions by 2030.

Decision

1)   To note the initial findings of consultation with tenants.

2)   To note a planned increase of almost £390 million capital investment over the next ten years to support the delivery of new affordable homes, achieve zero carbon emissions in Council owned homes and improve the neighbourhoods where Council tenants lived.

3)   To note the progress in the delivery of service improvements and efficiencies outlined in the report.

(References – Housing, Homelessness and Fair Work Committee of 20 January 2020 (items 12 and 17); report by the Executive Director of Place, submitted.)

8.   Private Sector Leasing - Update

An update was provided on progress with delivery of the Private Sector Leasing Scheme, as requested by the Housing and Economy Committee on 6 June 2019.

Decision

To note the report, as requested at Housing and Economy Committee on 6 June 2019.

(References – Finance and Resources Committee of 23 January 2020 (item 12); report by the Executive Director for Communities & Families, submitted.)

9. Housing First – Year 1

The Council and its partners began full delivery of a Housing First service in January 2019. Details were provided of progress to date so far, including the number of people being supported, tenancies allocated and sustainment rates.

Decision

To note the update on the first year of the delivery of the Housing First service in Edinburgh.

(Reference – report by the Executive Director for Communities & Families, submitted.)

10. Homelessness Services Internal Audit – Actions Update

An update was provided on the progress of actions identified in the Internal Audit of Homelessness Services in July 2019. The audit identified two high and one medium finding, relating to homelessness performance and quality assurance, data quality and performance reporting and provision of homelessness advice and information.

For each area a number of management actions with timescales for completion were proposed and agreed. Following the public health crisis, Internal Audit extended all outstanding audit action dates by four months. Several of these required further consideration in line with adapt and recovery measures.

Decision

1) To note the progress against recommendations within the Internal Audit of Homelessness Services Report.

2) To recognise the complexities and issues which had impacted progress and compliance with timescales.

3) To recognise the need for an extension to agreed due dates of a limited number of audit actions due to the current pandemic and the adaption of service delivery.

4) To request a Business Bulletin update on the target date of 2023 for CW1801 Recommendation 3.1.4: Developing online self-service solutions, and whether this was accurate.

(References – Governance, Risk and Best Value Committee of 13 August 2019 (item 7); Housing, Homelessness and Fair Work Committee of 29 August 2019 (item 16); report by the Executive Director for Communities and Families, submitted.)

11. Homelessness Services – Statutory Returns

All local authorities were required to submit a range of data, quarterly, to the Scottish Government as part of their statutory returns process. The latest publication of these returns was on 27 August 2020 and covered the period 1 April 2019 – 31 March 2020. Details were provided on key areas of performance.

Decision

To note the summary of the Council's statutory homelessness returns.

(References – Housing, Homelessness and Fair Work Committee of 20 January 2020 (item 20); report by the Executive Director for Communities and Families, submitted.)

12. Consultation Response: Local Connection

Committee was asked to note the Council's response to the Scottish Government consultation on local connection and the proposed suspension of referrals between Scottish local authorities. As the consultation closed on 23 October 2020, officers consulted with Committee members on the content of the response before submitting to Scottish Government.

Decision

1) To note that officers submitted the consultation response to Scottish Government by the deadline of 23 October 2020, following consultation with members of this Committee.

2) To note that the proposed implementation date for changes to Local Connection Referrals, if approved, was May 2021.

3) To note that officers would provide Committee with an update on the impact of these changes six months after implementation.

(Reference – report by the Executive Director for Communities and Families, submitted.)

13. Management of No Recourse to Public Funds Cases

To support public health objectives, since the beginning of lockdown restrictions in March 2020, the Council had continued to make temporary accommodation available to anyone who was homeless or at risk of homelessness. This included people who may not have had recourse to public funds (NRPF). Information was provided on the provision of accommodation and support services.

Decision

To note the report.

(References – Policy and Sustainability Committee of 9 July 2020 (item 5); Housing, Homelessness and Fair Work Committee of 3 September 2020 (item 4); report by the Executive Director for Communities and Families, submitted.)

14. Edinburgh Project SEARCH – Delivery and Future Development

Changes which had been made to the delivery of Edinburgh's Project SEARCH programme in 2020/21 in light of the disruption caused by the Covid-19 pandemic were outlined and options were set out for future development of the programme, including creating more internship opportunities and developing direct progression routes into council Modern Apprenticeships.

Decision

1) To note the temporary changes in delivery of the Edinburgh Project SEARCH programme for the academic year 2020/21 due to the Covid-19 pandemic.

2) To note the plans to create more internship opportunities and develop progression routes into employment and Modern Apprenticeships within the Council for Project SEARCH interns.

3) To agree to receive a further report on future delivery options to ensure the continued success of the programme.

4) To request an update on the potential to provide further places on the project.

(References – Housing and Economy Committee of 30 August 2018 (item 12); report by the Executive Director of Place, submitted.)

15. Parental Employability Support Fund Grants

Following the award of £677,000 Parental Employability Support (PES) funds from Scottish Government for delivery of employability activity to support parents into and progress in employment, it was agreed at the Adaptation and Renewal Programme Board on 1 July 2020 to progress with awarding of small grants through a process managed by Capital City Partnership (CCP).

The process was now complete, and due to the time constraints for delivery and the suspension of the Housing, Homelessness and Fair Work Committee, the award of funding was approved by the Executive Director of Place in consultation with the Convener and Vice Convener, under delegated authority.

Decision

1) To note the information regarding the Parental Employability Support Funding (PESF) allocation from Scottish Government for delivery of initiatives to support parents into and to progress in employment.

2) To note the award of funding to the successful applicants for delivery of employability activity funded through Scottish Government's Parental Employability Support Fund - Access to Industry (two projects), Enable Scotland and The Broomhouse Centre.

3) To note the further award of the remaining £21,368 of funding for a pilot project to be developed in partnership with Capital City Partnership, University of Edinburgh and The Datakirk.

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

16. Economic Wellbeing Measures

In response to a motion by Councillor Miller to the Housing and Economy Committee of 6 June 2019, a report was provided on the actions underway to identify ways in which wellbeing measures could be incorporated into the Edinburgh Economy Strategy and strengthen the economic aims of the Council.

A further report on current progress on Council actions to ensure sustainable economic recovery and renewal of the Edinburgh Economy Strategy in response to the current Covid-19 outbreak and related economic recession would be considered by the Policy and Sustainability Committee in December 2020.

Decision

1) To note the work underway to review best practice in measuring economic wellbeing, and that a report on plans for renewal of the Edinburgh Economy Strategy and related monitoring framework would be considered by the Policy and Sustainability Committee in December 2020.

2) To note that work currently underway had included engagement with members of the Wellbeing Economy Alliance, and review of approaches underway and in place in other local authorities.

3) To agree that the process for renewal of the strategy and monitoring framework would be carried out following further engagement with members of the Housing, Homelessness and Fair Work Committee.

(References – Housing and Economy Committee of 7 June 2018 (item 8); Housing and Economy Committee of 6 June 2019 (item 5); Housing and Economy Committee of 6 June 2019 (item 17); report by the Executive Director of Place, submitted.)

17. Town Centre Fund – Additional Allocations

Approval was sought to allocate an additional £0.954m of Town Centre Fund money and to reallocate £0.500m from the South Queensferry public realm project. A total of £1.354m was therefore to be allocated across suitable projects as identified in the report by the Executive Director of Place.

Motion

1) To agree the allocation of the additional £0.954m of the additional Town Centre Fund money.

2) To agree the reallocation of £0.500m from the South Queensferry public realm project.

3) To note the agreed strategic statement: "The Council will direct investment in Edinburgh's town centres and local centres to projects that strengthen and reinforce their roles as set out in the Edinburgh Local Development Plan; contribute to inclusive growth; and enhance their resilience and sustainability in the face of change".

4) To recognise the importance of outdoor public space especially in the current circumstances.

5) To further recognise the importance of investing in regeneration areas and the coalition commitment to tackling poverty and inequality.

6) To therefore allocate to the projects as set out in the table below:

Gracemount public realm - £100k	100,000.00
Craigmillar town centre - £170k	170,000.00
Westside Plaza Phase 3	300,000.00
Granton Station	747,000.00
Pentlands Community Space	75,000.00
Pennywell Hub	62,000.00
TOTAL	**£1,454,000.00**

7) To agree that, if it became apparent that any projects would not be able to achieve the funding timescales set out in paragraph 3.1 of the report, funding should be reallocated by the Executive Director of Place in consultation with the Convener and Vice Convener of Housing, Homelessness and Fair Work Committee.

- moved by Councillor Kate Campbell, seconded by Councillor Watt

Amendment 1

1) To agree the allocation of the additional £0.954m of the additional Town Centre Fund money.

2) To agree the reallocation of £0.500m from the South Queensferry public realm project.

3) To agree to fund the following:

   i) Bruntsfield St Oswald's (£0.55m)

   ii) The Corstorphine Community Centre (£0.75m)

   iii) Pentlands Community Space (£0.15m)

4) To agree that, if it became apparent that any projects would not be able to achieve the funding timescales set out in paragraph 3.1 of the report, funding should be reallocated by the Executive Director of Place in consultation with the Convener and Vice Convener of Housing, Homelessness and Fair Work Committee.

- moved by Councillor McLellan, seconded by Councillor Jim Campbell

Amendment 2

1) To agree the allocation of the additional £0.954m of the additional Town Centre Fund money.

2) To agree the reallocation of £0.500m from the South Queensferry public realm project.

3) To allocate the available funding as follows:

Project	Funding allocated (£m)	As a percentage of funding requested
Craigmillar town centre	0.170	100%
Gracemount public realm	0.100	100%
Granton station	0.759	89%
Pennywell hub	0.125	100%
Westside plaza phase 3	0.300	100%

4)   To agree that, if it became apparent that any projects would not be able to achieve the funding timescales set out in paragraph 3.1 of the report, funding should be reallocated by the Executive Director of Place in consultation with the Convener and Vice Convener of Housing, Homelessness and Fair Work Committee.

-       moved by Councillor Miller, seconded by Councillor Booth

Amendment 3

1)   To agree the allocation of the additional £0.954m of the additional Town Centre Fund money.

2)   To agree the reallocation of £0.500m from the South Queensferry public realm project.

3)   To agree to allocate funding to:

        i)   Bruntsfield St Oswald's

        ii)   The Corstorphine Community Centre

        iii)   Pennywell Hub

4)   To agree that, if it became apparent that any projects would not be able to achieve the funding timescales set out in paragraph 3.1 of the report, funding should be reallocated by the Executive Director of Place in consultation with the Convener and Vice Convener of Housing, Homelessness and Fair Work Committee.

-       moved by Councillor Lang, seconded by Councillor Hutchison

Voting

First Vote

The voting was as follows

For the Motion   -   5 votes
For Amendment 1   -   3 votes
For Amendment 2   -   2 votes
For Amendment 3   -   1 votes

(For the Motion: Councillors Kate Campbell, Watt, Key, Munro and Work.

For Amendment 1: Councillors Jim Campbell, Hutchison and McLellan.

For Amendment 2: Councillors Booth and Miller.

For Amendment 3: Councillor Lang.)

There being no overall majority, Amendment 3 fell, and a second vote was taken between the Motion and Amendments 1 and 2.

Second Vote

The voting was as follows

For the Motion   -   5 votes
For Amendment 1   -   4 votes
For Amendment 2   -   2 votes

(For the Motion: Councillors Kate Campbell, Watt, Key, Munro and Work.

For Amendment 1: Councillors Jim Campbell, Hutchison, Lang and McLellan.

For Amendment 2: Councillors Booth and Miller.)

There being no overall majority, Amendment 2 fell, and a third vote was taken between the Motion and Amendment 1.

Third Vote

The voting was as follows

For the Motion   -   7 votes
For Amendment 1   -   4 votes

(For the Motion: Councillors Kate Campbell, Watt, Booth, Key, Miller, Munro and Work.

For Amendment 1: Councillors Jim Campbell, Hutchison, Lang and McLellan.)

Decision

To approve the motion by Councillor Kate Campbell.

In accordance with Standing Order 30.1, a vote was taken for and against referral of the decision to Council for approval.

For referral   -   4 votes

Against referral   -   7 votes

(For referral: Councillors Jim Campbell, Hutchison, Lang and McLellan.

Against referral: Councillors Booth, Kate Campbell, Key, Miller, Munro, Watt and Work.)

In terms of Standing Order 30.1 the requisite number of members required that the decision be referred to the Council as a recommendation.

(References – Housing and Economy Committee of 6 June 2019 (item 12); report by the Executive Director of Place, submitted.)

Declaration of interest

Councillor Lang declared a non-financial in the above item as his spouse was a board member of North Edinburgh Arts.

Councillor Key declared a non-financial interest in the above item as a member of Bruntsfields St. Oswald's.

18. The EDI Group – Update Report

An update was provided on the progress of the transition strategy for the EDI Group Limited. The EDI Group aimed to close it and its subsidiary companies and bring their projects and assets into the Council.

Decision

1)   To note the report.

2)   To refer the report to the Governance, Risk and Best Value Committee.

3)   To agree that any report on the sale price of the Craigmillar project should be reported to this committee in the first instance to comment on the strategy approach before being referred to the Finance and Resources Committee.

(References – Housing and Economy Committee of 6 June 2019 (item 8); report by the Executive Director of Place, submitted.)

Declaration of interest

Councillor Kate Campbell declared a non-financial in the above item as a Director of EDI.

19. Marketing Edinburgh Annual Report 2019/20

An update was provided on the annual performance of Marketing Edinburgh Limited for the financial year 2019/20.

Decision

1)   To note the annual report provided by Marketing Edinburgh Limited for 2019/20.

2)   To refer the report to Governance, Risk and Best Value Committee for scrutiny.

(References – Housing and Economy Committee of 6 June 2019 (item 11); Governance, Risk and Best Value Committee of 13 August 2019 (item 12); report by the Executive Director of Place, submitted.)

Declaration of interest

Councillors Kate Campbell, Miller and Watt declared non-financial interests in the above item as Directors of Marketing Edinburgh.

20. Appointments to Working Groups 2020/21

The Housing, Homelessness and Fair Work Committee was required to annually reappoint the membership of its working groups. Committee was asked to consider the proposed membership structures and remits of each.

Decision

1)   To agree the remits of the working groups set out in Appendices 1 and 2 of the report.

2)   To appoint membership of the working groups as set out in Appendices 1 and 2 of the report.

3)   To agree the dissolution of the Edinburgh Homelessness Forum.

(References – Policy and Sustainability Committee of 28 May 2020 (item 16); Policy and Sustainability Committee of 6 August 2020 (item 5); Housing, Homelessness and Fair Work Committee of 18 September 2020 (item 1); report by the Chief Executive, submitted.)

21.   Place Directorate - Revenue Monitoring 2020/21 – Month Five Position

An update was provided on the projected month five revenue monitoring position for the Housing Revenue Account (HRA) and Place Directorate General Fund (GF) services. The month five forecast was based on analysis of actual expenditure and income to the end of August 2020, and expenditure and income projections for the remainder of the 2020/2021 financial year.

Decision

1)   To note that the Housing Revenue Account (HRA) projected position for the 2020/2021 financial year was a balanced position after a contribution of £12.945m towards in-year capital investment and the future strategic housing investment programme.

2)   To note the Place General Fund (GF) revenue budget forecast for 2020/2021 was a projected £1.710m overspend (excluding Covid-19 impact) including a forecast budget pressure of £0.160m for services within the remit of this Committee.

3)   To note the Place GF revenue budget forecast for 2020/2021 in respect of the net cost impact of Covid-19 was forecast to be circa £28m. £2.3m of this budget pressure related to services within the remit of this Committee.

4)   To note that the Executive Director of Place was taking measures to reduce budget pressures and progress would be reported to Committee at agreed frequencies.

(References – Finance and Resources Committee of 14 February 2020 (item 4); Housing, Homelessness and Fair Work Committee of 3 September 2020 (item 7); report by the Executive Director of Place, submitted.)

22.   Homelessness and Housing Support - Revenue Monitoring 2020/21 – Month Five Position

Details were provided of the projected month five revenue monitoring position for the Homelessness and Housing Support service, based on analysis of actual expenditure and income to the end of August 2020, and expenditure and income projections for the

remainder of the financial year. The projected net residual budget pressure of £9.3m was part of an overall net residual budget pressure of £12.3m for Communities and Families. All efforts were being made to identify management action to reduce the budget pressures, while addressing the impact of the pandemic.

Decision

1) To note an overall net residual budget pressure of £12.3m for Communities and Families at month five.

2) To note that this pressure included a net residual budget pressure of £9.3m for the Homelessness and Housing Support service.

3) To note that the net pressure of £9.3m relates to the impact of the Covid-19 pandemic.

4) To note that an approved saving of £0.060m in 2020/21 had been assessed as amber and was at risk of not being delivered until 2021/22.

(Reference – report by the Executive Director for Communities and Families, submitted.)

23. Motion by Councillor Jim Campbell - SPSO – Case Reference 201906053 - Upheld Complaint Against Council

The following motion by Councillor Jim Campbell was submitted in terms of Standing Order 17:

"Committee:

Notes the decision of the Scottish Public Services Ombudsman, Case Reference 201906053, to uphold a complaint against Council regarding its failure to take action to protect the complainer.

Further notes the Council has issued an apology following the decision of the Ombudsman.

Asks for a brief report to this Committee within one cycle of any ongoing investigations being completed, or earlier if possible, detailing:

1. Council policy regarding tenants against whom repeated allegations of Anti-Social Behaviour have been made

2. The responsibilities within the Council for delivering these policies

3. The reasons that contributed to a failure in this case, including the failure to keep reasonable records

4. Any changes to policy or process that are being considered in light of this case."

Decision

To note that the motion was ruled not competent and that it would be resubmitted to the Culture and Communities Committee.

24. Unsuitable Accommodation Order – report by the Executive Director for Communities and Families

The Committee, in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, excluded the public from the meeting during consideration of the following item of business for the reason that it involved the likely disclosure of exempt information as defined in Paragraphs 8 and 9 of Part 1 of Schedule 7(A) of the Act.

In response to a motion by Councillor Booth to the City of Edinburgh Council of 17 September 2020, details were provided of changes to the Unsuitable Accommodation Order.

Decision

1)   To note the legal requirements relating to the Unsuitable Accommodation Order and the options available to Council to address this.

2)   To note that the Rapid Rehousing Transition Plan (RRTP) was agreed by Housing, Homelessness & Fair Work Committee on 18 September 2020. The RRTP included a costed plan to transform the mix of temporary accommodation over a five year period to meet the requirements of the Unsuitable Accommodation Order and included early intervention and prevention measures to reduce homelessness demand.

3)   To agree that officers would prepare business cases which outlined opportunities to accelerate progress towards an increase in the Council's stock of suitable accommodation, in order to meet the conditions of the Unsuitable Accommodation Order, noting the challenges this would present as set out in the report.

(References – Act of Council No. 15 of 17 September 2020; Housing, Homelessness and Fair Work Committee of 18 September 2020 (item 1); report by the Executive Director for Communities and Families, submitted.)

This page is intentionally left blank

Work Programme

Housing, Homelessness and Fair Work Committee

14 January 2021

No.	Title / description	Purpose/Reason	Directorate and Lead Officer	Progress updates	Expected date
1	Place Directorate – Financial Monitoring	Quarterly and annual report	Executive Director of Place Lead Officer: Susan Hamilton 0131 469 3718 susan.hamilton@edinburgh.gov.uk		January 2021 March 2021
2.	Communities and Families Directorate – Financial Monitoring	Quarterly and annual report	Executive Director for Communities and Families Lead Officer: Brendan O'Hara 0131 469 3620 brendan.o'hara@edinburgh.gov.uk		January 2021 March 2021
3	EDI Group	Annual Report and six-monthly update	Executive Director of Place Lead Officer: David Cooper 0131 529 6233 david.cooper@edinburgh.gov.uk		June 2021 November 2021

4	EICC	Annual report	Executive Director of Place Lead Officer: David Cooper 0131 529 6233 david.cooper@edinburgh.gov.uk		November 2021 March 2021 (see RAL Action 3)
5	Housing Revenue Account Capital Programme	Annual report	Executive Director of Place Lead Officer: Elaine Scott 0131 529 6789 elaine.scott@edinburgh.gov.uk		March 2021
6	Appointments to Working Groups	Annual report	Chief Executive Lead Officer: Jamie Macrae 0131 553 8242 jamie.macrae@edinburgh.gov.uk		September 2021
7	City of Edinburgh Council Assurance Schedule on Housing Services	Annual report	Executive Director of Place Lead Officer: Elaine Scott 0131 529 6789 elaine.scott@edinburgh.gov.uk		September 2021
8	Rapid Rehousing Transition Plan	Annual report	Executive Director for Communities and Families Lead Officer: Nicky Brown 0131 469 3620 nicky.brown@edinburgh.gov.uk		September 2021
9	Strategic Housing Investment Plan (SHIP)	Annual report	Executive Director of Place Lead Officer: Elaine Scott 0131 529 6789 elaine.scott@edinburgh.gov.uk		January 2021

10	Empty Homes Annual Update	Annual Report	Executive Director of Place Lead Officer: Elaine Scott 0131 529 6789 elaine.scott@edinburgh.gov.uk		January 2021
11	Net Increase in Homes and Acquisition	Six-Monthly Business Bulletin	Executive Director of Place Lead Officer: Elaine Scott 0131 529 2277 elaine.scott@edinburgh.gov.uk		May 2021

Page 25

Housing, Homelessness and Fair Work Committee Upcoming Reports   **Appendix 1**

Report Title	Directorate	Lead Officer
March 2021		
Housing Revenue Account Capital Programme Annual Report	Place	Elaine Scott
Community Factoring	Place	Elaine Scott
Allocations Policy	Place	Elaine Scott
Business Improvement Districts	Place	Elin Williamson
Town Centre Fund	Place	David Cooper
EICC Update	Place	David Cooper
Housing Land Audit – referral from the Planning Committee	Place	Iain McFarlane
Place Financial Monitoring Yearly Report	Place	Susan Hamilton
Economic Strategy Review	Chief Executive	Chris Adams
Update on Local Connection	Chief Executive (SSC)	Nicky Brown

| Homelessness Financial Monitoring | Resources | Douglas Pirie/Brendan O'Hara |

This page is intentionally left blank

Rolling Actions Log

Housing, Homelessness and Fair Work Committee

14 January 2021

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	06.06.19	[Marketing Edinburgh Update](#)	1) Note that a progress update will be included in the August Business Bulletin 2) Notes that a detailed implementation plan for the future of Marketing Edinburgh being presented to the Committee on 31 October to ensure plans are firmly in place in advance of 1 April 2020.	Executive Director of Place	August 2019 November 2020	August 2019	1) **Closed** Included in the Business Bulletin on 29 August 2019 2) **Recommended for Closure** – report considered November 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
2	29.08.19	Edinburgh Living: Progress Update	Agrees to receive a report in two Committee cycles on the strategy for procuring new homes on private sector land.	Executive Director of Place	January 2021		**Recommended for Closure** – An update was provided in the Business Bulletin for November and a report is on the agenda for January 2021. Officers are in the process of taking necessary advice on procurement route options and having discussions with the private sector.

Page 30

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
3	31.10.19	[Edinburgh International Conference Centre Annual Update](#)	1) To agree that a draft Service Level Agreement (SLA) be prepared and reported in two committee cycles.	Executive Director of Place	March 2021		The discussions between Council Officers and the EICC and the terms of the SDA are being developed. The programme for reporting back to Committee on conclusion of this process has now moved to March 2021.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) To request that officers ask the Board for details of how they planned to reduce their carbon footprint.				EICC's approach to carbon reduction has been shared with Elected Members. Further information has been requested on their plans for future action and how these will reduce their carbon footprint.

Page 32

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			3) To include in the SLA that audit actions be responded to within recommended timescales of the auditor.				**Recommended for closure** The Audit Actions are all now closed and were achieved within the timescales. There is one exception in relation to a review of governance where the auditors accepted that this should be kept under review given the potential changes in EICC business.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
4	20.01.20	[Business Improvement Districts](#)	To agree to a further report on the procedure for any future ballot.	Executive Director of Place	March 2021		There are no forthcoming Business Improvement District Ballots. This will be covered when the next BID ballot is proposed (expected to be West End BID in 2021).

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
5	20.01.20	[Advice Services Accreditation](#)	To agree that a briefing note would be circulated on the timeline for the Scottish Legal Aid Board audit once the timeline was available.	Executive for Communities and Families			**Recommended for Closure** - The Advice Shop is 20th on a waiting list for review in 2020-21. This means that we are highly unlikely to be reviewed prior to April 2021. The reason being that Scottish Legal Aid Board (SLAB) only have funding for a limited number of reviews per year and that the priority is to re-accredit agencies whose accreditation is due to or has expired.

Page 35

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
6	05.11.20	Business Bulletin	To request that the consultation response on Short Term Lets be circulated to the committee.	Executive Director of Place	November 2020	November 2020	**Recommended for Closure** Response circulated on 9 November

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
7	05.11.20	[Housing Sustainability Update](#)	1) agrees that officers will engage with the Edinburgh Climate Commission, and work with colleagues developing the emerging Carbon Scenario tool, and will receive an update report within six months which will outline progress on this agenda, and, in particular, will set out: a) a target date on which all new-build council housing will be net zero carbon, consistent with the council's wider net zero carbon target; b) potential revisions to the retrofit action plan to ensure it remains consistent with the council's wider net zero carbon target;"	Executive Director of Place	May 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) To agree to clarify the fuel source for cooking in properties under development.	Executive Director of Place	November 2020	November 2020	**Recommended for Closure** Response circulated on 25 November 2020
8	05.11.20	[Homelessness Services Internal Audit – Actions Update](#)	To request a Business Bulletin update on the target date of 2023 for CW1801 Recommendation 3.1.4: Developing online self-service solutions, and whether this was accurate.	Executive Director for Communities and Families	January 2021		**Recommended for Closure** – Business Bulletin update in January 2021
9	05.11.20	[Consultation Response: Local Connection](#)	Officers will provide Committee with an update on the impact of these changes six months after implementation.	Executive Director for Communities and Families	November 2021		

No	Date	Report Title	Action		Action Owner	Expected completion date	Actual completion date	Comments
10	05.11.20	Edinburgh Project SEARCH – Delivery and Future Development	1)	Agree to receive a further report on future delivery options to ensure the continued success of the programme.	Executive Director of Place	January 2021		**Recommended for Closure** – Report on agenda for January 2021
			2)	To agree to provide an update on the potential to provide further places on the project.	Executive Director of Place	January 2021		**Recommended for Closure** – Report on agenda for January 2021

This page is intentionally left blank

Business Bulletin

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

·EDINBVRGH·
THE CITY OF EDINBURGH COUNCIL

Housing, Homelessness and Fair Work Committee

Convener:	Members:	Contact:
Convener Councillor Kate Campbell Vice Convener Councillor Mandy Watt	• Cllr Chas Booth • Cllr Jim Campbell • Cllr Graham Hutchison • Cllr David Key • Cllr Kevin Lang • Cllr John McLellan • Cllr Claire Miller • Cllr Gordon Munro • Cllr Norman Work	Jamie Macrae Committee Officer Tel: 0131 553 8242 Sarah Stirling Assistant Committee Officer Tel: 0131 529 3009

Recent News	Background
Developing Online Self-service Solutions Work to progress the implementation of online self-service tools for customers is already underway and an online assessment tool is currently being developed and will be added to the Council's homelessness webpage on completion. A fully operational self-service housing options advice tool which allows customers to enter details and receive advice on pre-defined outcomes would require funding and support from our digital partners. The rollout of the online 'Key to Choice' in January 2021 and EdIndex housing application by the end of 2021 along with online assessment tools in development may be more cost effective. Market research on customer experience will indicate whether it would be reasonable to consider funding options, and this is scheduled to be completed by Spring 2022.	**Contact:** nicky.brown@edinburgh.gov.uk 0131 529 7589
Allocations and EdIndex The Council Allocation policy is reviewed on an ongoing basis to ensure continued compliance with statutory and regulatory requirements and to provide the necessary level of assurance that the policy is current and relevant. The last legislative changes in relation to social housing allocations came into effect during 2019. These included changes to the reasonable preference categories that must be taken into account by landlords when setting allocation policies. The Gold and Silver priority categories for Choice Based Letting continue to meet the new reasonable preference requirements. Through the EdIndex partnership the Council and Housing Associations work closely to continue to improve information and advice to applicants on how to access social housing and to direct applicants to the range of housing options available in Edinburgh. Work is underway to upgrade the IT systems and website that support Choice and EdIndex and to move to an on-line	**Contact:** jennifer.hunter@edinburgh.gov.uk 0131 529 7532

3

Recent News	Background
EdIndex application form. This will enable applicants to easily update their application with any change in household circumstances and to view their individual bidding information. The next phase of the project will provide applicants with an on-line housing options tool to direct applicants to other housing options that may be suitable for their individual household circumstances. A report on the Council policy on Allocations will come forward to Committee later in the year.	4
Neighbourhood Alliance (NA) The NA is provided with grant funding through the Housing Revenue Account to support resident involvement in placemaking in relation to the new Craigmillar town centre as well as supporting the implementation of the citywide Tenant Participation Strategy for 2020/23. Funding to the NA for 2020/21 of a maximum of £67,200 was approved by the Leadership Advisory Panel in March 2020. The funding is however subject to evidence of activity and ongoing monitoring of delivery against agreed outputs and longer- term outcomes set out in a service level agreement (SLA). The SLA and ability for the NA to work with the local community in the normal way has been impacted by the Covid-19 pandemic but the current priorities are to continue with work to support the community in the ongoing developments in Craigmillar Town Centre and other initiatives in the North East Locality as well as taking forward actions related to membership and governance for the organisation.	**Contact:** jennifer.hunter@edinburgh.gov.uk 0131 529 7532
Improvements to North Cairntow Travelling Peoples Site The Cairntow travelling peoples site is located in Craigmillar and consists of 20 pitches serviced by semi-detached utility blocks. Over the past year, officers have been working with residents to co-design improvements to the site. The planned improvements include larger pitches, new chalets, installation of hard standing	**Contact:** libby.strong@edinburgh.gov.uk 0131 529 6185

4

Recent News	Background
parking and fencing and a community hub. Communication has been key throughout the design and development process with officers holding monthly site meetings to carry out consultation on the site plans, to capture requirements of individual households and to provide general updates on the overall programme. During Covid-19 lockdown officers have prioritised completion of the planning application and necessary consents and warrants and procurement of a contractor. It is anticipated that works will start on the site in Spring subject to Finance and Resources Committee approving the award of contract. The co-design project at North Cairntow has been recognised by the Scottish Government and COSLA as best practice, particularly the approach taken towards community engagement and was well received during a visit from the Ministerial Working Group. During the pandemic the patch Housing Officer has been based on site during set hours and has prioritised socially distanced contact such as phone calls, text alerts and notice board posters to support resident welfare. Advice has been provided on how to keep safe during the pandemic, distribution of health boxes and plans developed should there be a need for residents to self-isolate on site, away from their family. Advice has also been given on the range of emergency services available at the North East Community Resilience Centre.	5
Investment in North West Locality in New Build and Council high rise blocks Hart Builders have been appointed as the contractor for the affordable homes development at Silverlea. The £18m investment for the affordable homes development will be funded by the Council and grant funding from the Scottish Government. Work is underway to design around 150 brand new affordable homes and a new home for Craigroyston Community Youth Football Club, at the site of the former Silverlea care home in North	**Contact:** elaine.scott@edinburgh.gov.uk 0131 529 2277

Recent News	Background

West Edinburgh. Construction is due to start on site as early as Summer 2022.

The site will provide net zero carbon homes for social and mid market rent as part of Edinburgh's ambitious 20,000 affordable homes target. Residents will benefit from improved energy efficiency and savings on fuel bills, and will have access to high quality green space and links to the promenade and shoreline.

Hart Builders are working with designers Smith Scott Mullan; Will Rudd Davidson; Hulley and Kirkwood and Hardies to bring forward proposals for the site as part of the £1.3bn Granton Waterfront regeneration project. In addition to delivering the new homes development, Hart Builders will provide a range of community benefits for surrounding residents including apprenticeships and mentoring programmes as well as supporting local organisations.

Currently under way is the Council's extensive £350m investment programme in council housing which will, over the next 10 years, make existing housing stock more energy efficient, helping tenants save money on their energy bills and ensure homes are more comfortable to live in. With the multi storey blocks in Muirhouse, undergoing extensive refurbishments works, as part of the investment programme.

Update on Housing Property Service

On the 26 December 2020 the Scottish Government placed all mainland local authorities at Tier 4 of the Covid-19 local protection levels for a period of at least three weeks. Further lockdown restrictions introduced for mainland local authorities on 5 January 2021 and will be in place until at least the end of January 2021.

In line with Scottish Government regulations and guidance for local authority areas, the City of Edinburgh Council, like all landlords, will only be able to carry out essential repairs in tenants' homes.

Tenants who had an appointment for a non-essential repair booked from 26 December 2020 onwards have

Contact:

william.gilhooly@edinburgh.gov.uk

0131 529 7866

6

Recent News	Background
been contacted to advise them that their appointment has been cancelled. Essential repairs will continue to be carried out on an emergency basis; and where there is a risk of harm to the tenant; and work will continue to bring empty homes back into use. Safe working practices will continue to be reinforced to staff and tenants when essential repairs are being carried out in their home. Tenants who have had a non-essential repair appointment cancelled will be notified when non-essential repairs will begin again so they have an opportunity to book the first available appointment.	7
Scottish Government Consultation on a Licensing Scheme and Planning Control Areas for Short Term Lets in Scotland The consultation sought views on the Scottish Government's detailed proposals for the regulation of short-term lets which will form the basis for secondary legislation to be laid in Parliament in December 2020. The target implementation of regulations is April 2021. Comments were requested by Friday 16 October 2020. The consultation paper addresses three key areas and seeks views on issues arising and possible ways of addressing these issues: • definition of short-term lets; • the establishment of control areas under the Planning (Scotland) Act 2019; and • the establishment of a licensing scheme under the Civic Government (Scotland) Act 1982. A response has been submitted by officers after consultation with the Short Term Lets Member – Officer Working Group. (See Appendix 1). A report was considered by Policy and Sustainability Committee on 1 December 2020.	**Contact:** david.leslie@edinburgh.gov.uk Chief Planning Officer

Recent News	Background
Discretionary support	**Contact:** Elin.williamson@edinburgh.gov.uk 0131 469 2801

Discretionary support

As set out in the COVID-19 Business Support report on this agenda, the Council has been supporting the distribution of funding for several Scottish Government schemes to address financial hardship in businesses during the pandemic.

On 17 November 2020, the First Minister announced that, in addition to the grant support already in place, the Scottish Government is providing a £30 million discretionary fund to enable Local Authorities (in all levels) "to provide additional support for businesses where they consider that necessary or justified".

Guidance is clear that focus should be on those sectors who are experiencing hardship and have not been, or will be, supported by other awards or funding support since October. It is also emphasised that priority should be given to Small and Medium sized Enterprises (SMEs) and Micro Businesses employing fewer than 50 staff.

The guidance also suggests that the Scottish Government's general position is that the level of payments should be consistent with support paid through the Strategic Framework Business Fund, i.e. recurrently on a four weekly basis but confirms that it is for local authorities to determine whether they consider one-off grants or regular payments to be more appropriate given the needs of individual businesses.

On 9 December 2020, Scottish Government announced a further total of new and additional support of £185m. Sectors / activities covered include hospitality, events industry, food and drink, brewers, travel agents, tour and coach operators, brewers, self-catering and B&Bs, indoor football, visitor attraction, mobile contact services and taxi drivers.

The guidance from Scottish Government and upcoming support have been assessed and feedback sought from internal and external partners to ensure that the grant allocation is effectively applied in Edinburgh. Officers have reviewed all rejected applications to the Strategic

8

Recent News	Background
Framework Support Grant fund in order to further understand who may have been directly or indirectly affected by the Strategic Framework restrictions with no recourse to financial support.	
Feedback from the Federation of Small Business, Edinburgh Chamber of Commerce, Royal Bank of Scotland, British Business Bank, Social Enterprise Edinburgh and political group spokespeople, as well as other city Councils and neighbouring Councils has been sought.	
In light of the recent restrictions announced to combat the transmission of infection across Scotland, officers are working with representatives from Scottish Government and other Local Authorities to understand what this means for business support in general and the Discretionary Grant fund in particular. It is highly likely that further changes to the range and structure of support funds could be made considering these wider changes. This will inform the framework for determining eligibility criteria for discretionary support funding.	
Committee will be updated if there are further announcements on this over the coming days.	
City Centre Support On 10 December 2020, the City of Edinburgh Council approved a motion calling for "an urgent meeting of appropriate officers to consider immediate short term measures that could be put in place to support the message that this year Edinburgh City Centre belongs to us – the residents of Edinburgh – and just as your local high street needs your support so does your city centre." This meeting took place and, acknowledging that the Council's primary objective is to safeguard public health and support and reinforce guidance issued by Scottish Government, agreed that while Edinburgh remained in Level 3, messaging would centre around how to stay safe when shopping in the City Centre as well as in local centres. This message was amplified across the Council's digital and social media channels, including	**Contact:** Elin.williamson@edinburgh.gov.uk 0131 469 2801

9

Recent News	Background
Edinburgh.org and #ForeverEdinburgh, and in the Council Leader's report. Through ongoing media enquiries and proactive communications the Council continues to reinforce the importance of supporting local and city centre businesses and how we all play our part, as Edinburgh residents, by visiting the year-round attractions, shops, bars and restaurants and take advantage of our city's great offering as soon as restrictions, are lifted. Prior to the announcement on 19 December 2020, officers facilitated a collaboration between Edinburgh City Cabs, The Edinburgh Grand and City Centre Business Improvement District (Essential Edinburgh) representatives and are in regular contact with Essential Edinburgh to ensure any messages from them is amplified through Council channels. The Council also took steps to support the Scottish Government message around celebrating Christmas safely and responsibly with family. This included approaching hospitality businesses about their experiences and how they have welcomed people safely into their restaurants/ bars over the course of the pandemic with a view to sharing any advice for people at home. This activity was cut short due to the change in restrictions but could be revisited when the restrictions are eased. With the recent announcements from the Scottish Government which encourage people to 'stay local and stay safe', the Council will reflect this messaging in its communucations. As and when restrictions relax and Edinburgh enters Level 2, and guidelines change accordingly, officers will work with partners in both city and local centres to amplify the message around shopping and travelling safely and will continue to work with City Centre businesses on short term campaigns and other initiatives to provide the most effective support.	10

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Strategic Housing Investment Plan (SHIP) 2021-2026

Executive/routine	Executive
Wards	All
Council Commitments	1

1.   Recommendations

1.1   It is recommended that Housing, Homelessness and Fair Work Committee:

1.1.1   approve the Strategic Housing Investment Plan (SHIP) 2021-2026 for submission to the Scottish Government; and

1.1.2   notes progress in meeting the Council's commitment to deliver a programme to build at least 10,000 social and affordable homes over the next five years, with a plan to build 20,000 by 2027.

Paul Lawrence

Executive Director of Place

Contact: Elaine Scott, Housing Services Manager

E-mail: elaine.scott@edinburgh.gov.uk | Tel: 0131 529 2277

Report

Strategic Housing Investment Plan (SHIP) 2021-2026

2. Executive Summary

2.1 This report seeks approval of the SHIP (2021-26) for submission to Scottish Government. A pipeline of 10,036 affordable homes could be approved for site start and 11,370 potential completions delivered over the next five years through a mix of grant funding, private finance raised by Registered Social Landlords and private developers and HRA funding. Nearly 6,000 homes; mostly for social rent, could be delivered through the Affordable Housing Supply Programme (AHSP) but this would require a significant uplift in Scottish Government grant funding. In the event that grant funding is not available on the scale required, it will be necessary to accelerate delivery of affordable homes through other mechanisms set out in the SHIP.

2.2 In 2017, following the formation of the Capital coalition, a commitment was made to build at least 10,000 social and affordable homes over the next five years, with a plan to build 20,000 by 2027. It is anticipated that the first part of the commitment will be met by the end of 2022. In November 2020, there were 2,305 affordable homes under construction on 35 sites across the city.

2.3 The key challenges to delivering affordable housing at scale are construction industry capacity, availability of grant funding for social rented homes and control of sites for development.

3. Background

3.1 On 24 August 2017, the Council agreed the Programme for the Capital - The City of Edinburgh Council Business Plan 2017-22, including a commitment to deliver 20,000 affordable homes over the next ten years.

3.2 Local authorities are required to submit an annual SHIP to the Scottish Government. The purpose of the SHIP is to:

3.2.1 set out investment priorities for affordable housing;

3.2.2 demonstrate how these will be delivered;

3.2.3 identify the resources required to deliver these priorities; and

3.2.4   enable the involvement of key partners.

3.3   On [31 October 2019](#), Committee agreed the SHIP 2020-25. A record number of homes were approved for site start in 2019/20 (1,930) and 1,443 homes have been completed. In spite of the impact of Covid-19, programme approvals are expected to reach over 2,000 homes this financial year and almost 1,400 completions.

3.4   Each year, following submission to the Scottish Government, the SHIP is used by the Council to set the AHSP which is the Scottish Government's grant funding programme for new affordable homes.

4.   Main report

4.1   The SHIP sets out the Council's strategy for delivering new affordable homes. Since 2009, the Council has delivered affordable homes through partnership working with Registered Social Landlords (RSLs), the Council's housing companies (Edinburgh Living) and private developers using a variety of funding mechanisms; including Scottish Government grant funding and Council loans and guarantees for mid rent housing. The full SHIP submission is attached at Appendix 2.

4.2   The housing market context in which we seek to deliver affordable housing is set out in Section 2 of the report, alongside the role that delivery of new affordable housing can play in supporting a green, sustainable recovery.

4.3   It is anticipated that 2,150 new affordable homes will be approved for site start this financial year (2020/21) and based on current delivery programmes an additional 1,373 homes are expected to be completed. Including this year's projections and the first year of the SHIP, that would mean 9,200 new affordable homes would be approved by 31 March 2022; with the 10,000 target achieved later in 2022. There are currently over 2,300 homes under construction on 35 sites across the city. See Appendix 1 for details.

4.4   Section 4 of the SHIP sets out a pipeline of 10,036 affordable homes which could be approved for site start and 11,370 anticipated completions between 2021 and 2026. An estimated 5,966 social and mid rent homes could be delivered through the AHSP but; as set out in Table 1, page 7, this would require £392.70m over the SHIP period, or £78.54m per year on average. In the past five years, the Council received £212.78m. Based on 2020/21 funding levels the programme would require a 63% increase in funding.

4.5   The remaining 4,070 homes will be delivered through innovative funding schemes that require little or no grant. This includes Edinburgh Living, private sector led Build To Rent and the Scottish Government's MMR Invitation. In the event that grant funding levels remain static or decrease over the SHIP period, it will be necessary to increase the proportion of homes delivered through other mechanisms to sustain overall delivery. The current programme aims to deliver

over 17,200 homes by 2025/26. Additional approvals are expected to come forward in the later years of the SHIP to support the delivery of the 20,000 affordable homes commitment by 2027.

4.6   Section 5 of the SHIP set out the means of delivery. One of the key risks to the delivery of 20,000 affordable homes, and a brownfield first approach to development, is a reliance upon the private sector bringing forward sites for development. Edinburgh's latest Local Development Plan (LDP) City Plan 2030 is currently in development and a separate report to this Committee sets out work that Council officers are taking forward in order to get more public and private sector sites into development. Delivery of brownfield land will require intervention from the Council and the public sector working in partnership with landowners and developers. A strategy that prioritises brownfield land for development will require significant and active intervention by the Council including forming partnerships with public and private sector landowners and developers, including the acquisition of sites by the Council and potentially the use of compulsory purchase powers where appropriate.

4.7   Section 6 of the SHIP sets out the approach to delivering accessible housing. A study on need and demand for specialist housing; including wheelchair accessible homes has been commissioned to inform the South East Scotland Housing Needs and Demand Assessment (HNDA3).

5.   Next Steps

5.1   Following committee approval submit the SHIP 2021-2026 to government for approval.

6.   Financial Impact

6.1   Current development costs for the programme is on average around £165,000 per unit (a 7% increase since last year's SHIP) and therefore requires around £1.055bn of investment to fund around 6,394 AHSP completions identified in the SHIP.

6.2   There are various sources of funding to support the affordable housing programme. The delivery of the 5,966 new homes identified through the AHSP will cost £983m in total (£392m grant funding and £649m of housing association and Council own funding; a mixture of up-front capital (i.e. reserves and bond finance), and private finance (borrowing repaid by rental income).

6.3   The Council's affordable house building is principally funded through HRA borrowing. The HRA Budget Strategy 2020-30 outlines a five-year capital investment programme, which includes £683m to support the Council's new build programme (including the upfront capital costs for Edinburgh Living's mid-market

and affordable market homes, which will be repaid to the HRA upon completions).

6.4   Since 2013, £5.248m has been received in commuted sums. Commuted sums are used to support delivery of sites identified in the SHIP and can be packaged with available private funding and Scottish Government grant funding to enable a project with higher than normal infrastructure and development costs to proceed. Commuted sums can also be used to support the acquisition of land for affordable housing or to deliver a larger proportion of a site for affordable housing than might not otherwise be possible.

6.5   To date £1.8m has been spent to support the delivery of 404 affordable homes on seven sites across the city. The remaining balance (£3.4m) will be used to support the pipeline of projects identified in the SHIP. The period for using sums is set out in the Section 75 Legal Agreement for each planning application and is usually either five or ten years from receipt. All sums will be used within the agreed timescales.

6.6   In addition to this, the Council has provided support for NHT, where the Council has committed over £100m for the development of eight NHT developments in Edinburgh. The final phases of the 886 homes delivered through NHT are currently under construction. There are no further NHT approvals within the lifetime of this SHIP, but the remaining NHT completions are identified within the SHIP.

6.7   A total of 650 affordable private sector BTR homes are expected to be approved by the end of this financial year with no grant requirement. The same number of social rented homes would require over £47m of grant subsidy.

6.8   On 18 January 2018, the Housing and Economy Committee agreed that the Council could enter into agreements with SFT to establish two LLPs to support the delivery of homes for market rent and mid-market rent. This followed Scottish Government Consent for the City of Edinburgh Council to on lend up to £248m to the two LLPs, one for market rent and one for mid-market rent for the purpose of delivering a minimum of 1,500 homes for market and mid-market rent in Edinburgh.

7.   Stakeholder/Community Impact

7.1   All developing housing associations have been involved in producing the SHIP and will be prominent in delivering the housing projects contained within.

7.2   Local Authorities working across the Edinburgh and South East Scotland City Region all produce SHIPs which outline the collaborative measures being undertaken to accelerate new housing delivery. This includes working together to identify and to unlock sites suitable for affordable housing development to address the housing crisis facing the region.

5

7.3 Edinburgh's latest LDP (City Plan 2030) is currently in development. A suite of options has been consulted on as 'Choices for City Plan 2030'. These included an option to increase the percentage of new affordable housing required from new developments from 25% to 35%; with 72% of responses in favour of this change. The Council must give due regard to the responses to the consultation and produce a Proposed Plan, which will be brought to Planning Committee for consideration later this year.

8. Background reading/external references

8.1 ESES City Region Deal Heads of Terms Agreement – July 2018

8.2 Guidance on the Preparation of Strategic Housing Investment Plans (SHIP) July 2018

8.3 Delivering Land for Affordable Housing March 2018

9. Appendices

9.1 Appendix 1 – Affordable homes under construction.

9.2 Appendix 2 – Strategic Housing Investment Plan 2020/21– 2025/26

6

Appendix 1: Over 2,300 affordable homes under construction on 35 sites

Legend:
- Housing Association Programme
- 21st Century Homes
- MMR Innovations
- NHT 3

Regions: North West, North East, South East, South West, EDINBURGH

Sites:
- Ferrymuir Ph2
- Granton Waterfront Plot 27
- Plot S
- Waterfront Plaza, Ocean Dr
- Granton Ph3
- Granton Waterfront Plot 3
- Bonnington Mill/Road
- Salamander Street
- Pennywell Town Centre/Ph3
- Engine Yard/Shrubhill
- Ropeworks
- Canonmills
- Porthaven
- Portobello
- Bingham
- Fountain Park Block L
- Newcraighall South
- Ratho TW
- Craigmillar Town Centre
- Wauchope Richmond
- North Sighthill
- Greendykes Ph4
- Milligan Drive
- Longstone Ph1
- The Wisp 3C
- The Drum
- Frogston Ph2
- South Gilmerton
- Newmills Road Ph2
- West Edge Farm
- South Gilmerton Farm

Strategic Housing Investment Plan 2021/22 – 2025/26

Index

2

1. Summary

1.1 The Strategic Housing Investment Plan (SHIP) sets out the approach by the City of Edinburgh Council and our Registered Social Landlord (RSLs) partners to investing in affordable housing in the city over a five-year period.

1.2 This SHIP outlines a programme which would deliver 11,370 completed homes over the next five years. Of these, there are around 5,966 homes which require £392.7m of grant funding through the Scottish Government's Affordable Housing Supply Programme (AHSP). The remaining 4,070 homes are being delivered through innovative funding schemes which either do not require grant or do so at significantly reduced levels.

2. Strategic Context

2.1 Edinburgh is a growing city and one of the most highly pressured housing markets in the country. The latest Housing Need and Demand Assessment (HNDA2) states there is demand for between 38,000 and 46,000 new homes in Edinburgh over ten years; over 60% of these homes need to be affordable.

2.2 The Scottish Federation of Housing Associations, The Chartered Institute of Housing and Shelter Scotland recently commissioned research to look at Scotland's affordable housing need over the next five years[1]. The report highlights that building affordable housing should be a key part of Scotland's recovery out of the recession caused by the pandemic. The research also found that nearly 60% of the total annual affordable homes requirement for Scotland is needed in the Capital region (Edinburgh, Lothians, Fife and Borders), which is three times the need of the West Central area.

2.3 Social rented homes account for only 14% of the housing stock in Edinburgh, compared to the Scottish average of 23%. There is a high demand for social rented housing with an average of almost 190 households bidding for every social rented home that becomes available for let.

2.4 Edinburgh lets more social homes than any other local authority to homeless households (72% of Council homes and 51% of RSL Partner homes). There are on average 3,130 additional households every year to whom the Council has a statutory duty to provide settled accommodation, compared to an annual average of approximately 2,500 available social lets. Even with all the social lets made available to homeless applicants, there would still be a shortfall and there would be no available properties for other households with a priority need for housing. This demonstrates the need for a continued focus on both prevention and increasing access to settled accommodation.

---

[1] Affordable Housing Need in Scotland Post-2021 (March 2020, revised May 2020) – SFHA, CIH Scotland, Shelter Scotland

3

2.5   The average house price is around six times the average gross annual earnings in the city, making it the least affordable city in Scotland to buy a home. The average advertised monthly private rent in Edinburgh was over £1,100 in the second quarter of 2020, compared to a national average of £844. The next highest city is Glasgow with an average of £810. Market rents in Edinburgh have moved further from Local Housing Allowance (LHA) than any other local authority area.

2.6   The tenure of mid-market rent is aimed at people who cannot afford home ownership but would not usually be eligible for social housing. The average mid market rent (MMR) for a two-bedroom home in the city is around £630 a month; almost half the average private rent.

2.7   The introduction of mid market since 2010 has aided the Council in driving more value for every pound of Scottish Government grant provided. Homes receiving help from Scottish Government either through grant or rental guarantees have their rents restricted to the mid-point of market rent levels for the property sizes in the relevant Broad Rental Market Area. This guarantees the long term affordability for tenants.

2.8   The Council is working with RSL partners to make mid market rent more accessible for people in work, presenting as homeless. These measures include tailored housing option advice and improved information around the availability of mid rent homes, including homes in development.

2.9   Build to Rent (BTR) or Intermediate rent, capped at LHA 30% percentile (the lowest priced third of the rental market in an area), provides homes for those people who are in housing need, who cannot afford to access accommodation through the regular functioning of the housing market and earn below average household income. Build to Rent can deliver rented accommodation at pace and scale and is not dependent on house sales or grant funding.

2.10   Over the last five years Edinburgh has consistently delivered homes requiring grant at least 7% below benchmark on average across the whole programme. Most social rented housing in the city is delivered alongside other tenures. This creates opportunities for cross subsidy, as well as, supporting development of sustainable, mixed tenure communities.

2.11   It is estimated that there has been a loss of around 10% of Private Rented Sector homes to short term lets in recent years. The rapid growth in short term lets is creating further pressure on supply, rent levels and house prices in some areas.

2.12   The lockdown restrictions effectively saw both the rental and sales market frozen over the usually active Spring market. Both the sales and rental markets have seen sharp increases in activity as restrictions eased. This has seen sales in Edinburgh jump to levels well above last Summer and rental demand and activity is also strong. The number of properties available for rent has increased as landlords have sought to secure rental income through residential lets whilst the holiday market has stalled. The construction of new homes has experienced

4

some short-term delays, whilst build times for projects on site have been elongated as social distancing measures have been implemented, design development has continued in earnest throughout.

2.13   Significant demographic changes are expected which impact on housing needs. It is anticipated that the number of older people who require intensive levels of support will increase by 60% by 2032. More people will be living with long-term conditions, disabilities and complex needs. The number of people living with dementia is also projected to increase by almost 62% over the same period (Joint Strategic Needs Assessment 2015).

2.14   These factors impact households in a variety of ways, for those on low incomes, the shortage of affordable accommodation is a contributing factor towards homelessness in the city. This effects not only Edinburgh but also neighbouring local authorities as rising inequality and cost of living impacts on households in other parts of the region.

2.15   In August 2018, the South East Scotland City Region Deal was signed. This includes a range of measures to support the delivery of new homes, including support for local authorities on a risk sharing basis to deliver infrastructure for strategic housing sites. Consent was also granted to Edinburgh to on-lend up to £248m and an additional one-off £16m capital grant to enable the Council to establish a new partnership to deliver 1,500 homes for mid market and market rent.

2.16   On 1 March 2019, the South East Scotland City Region Deal Joint Committee approved the establishment of a Regional Housing Board. On 3 September 2019 the City Region Deal Joint Committee approved an ambitious regional housing work programme and noted that housing will form an integral part of the emerging regional growth framework.

2.17   The true and lasting impact of lockdown and the continuation of restrictions on the wider economy and the job market is yet unknown, however the increasing role of affordable housing as part of a green, sustainable recovery is essential.

3.   Current delivery

3.1   Work is well underway to accelerate the delivery of affordable housing in the city. Each year, following submission to the Scottish Government, the SHIP is used by the Council to set the AHSP which is the Scottish Government's grant funding programme for new affordable homes.

3.2   On 24 August 2018, the Council agreed the Programme for the Capital - The City of Edinburgh Council Business Plan 2017-22, including a commitment to deliver 20,000 affordable homes over the next ten years.

3.3   The first three years of the Council commitment saw a record number of homes approved (5,301 homes) for social rent, mid-market rent and low-cost home ownership; an almost 25% increase on the average approvals achieved over the

5

last five years. Approvals this financial year (2020/21) are expected to reach 2,098 homes and based on current delivery programmes an additional 1,373 homes are expected to be completed. Including this year's projections and the first year of the SHIP, that would mean 9,200 new affordable homes would be approved by 31 March 2022; with the 10,000 target achieved later in 2022. There are currently over 2,300 homes currently under construction on 35 sites across the city.

3.4   This strong performance is due to work with housing delivery partners that has taken place over several years to acquire sites, develop new investment models and deliver cost efficiencies. An extensive pipeline programme underpins the annual programme enabling sites to be brought forward. Due to the strength of the pipeline programme, the Council has secured an additional £31.9m in grant funding over the last three years and Government has increased resource planning assumptions by £3.1m at the beginning of 2020/21.

3.5   Covid-19 has seen the prolongation of projects on site and delays in completions, but overall there has been limited impact, with resources concentrated on progressing those projects in design development.

4.   Key Outputs of the SHIP

4.1   The core purpose of the SHIP is to set out strategic investment priorities for affordable housing over a five-year period. The SHIP provides the basis for the development of agreed Strategic Local Programme Agreements (SLPA) between local authorities and the Scottish Government. The SLPAs set out the programme of housing projects that will be funded over the next three years. This is reviewed and updated annually to ensure delivery remains on track.

4.2   Each year, following submission to the Scottish Government, the SHIP is used by the Council to draft SLPAs in partnership with all local delivery partners and for final agreement with the Scottish Government. These individual programmes will combine to form the grant funded AHSP for the city.

4.3   Projects selected for inclusion to the SHIP align with the Council's Local Development Plan and support the delivery of key strategic priorities of the Council; including the Rapid Rehousing Transition Plan and the Edinburgh Integration Joint Board (EIJB) Strategic Plan for 2019-22. RSLs are requested to submit proposals for the SHIP each year; projects are selected and prioritised within the SHIP based on deliverability, value for money, housing need and strategic fit.

4.4   During the course of each year, SHIP projects may change and can be brought forward or deferred depending upon changing circumstances as part of an ongoing process of communication between the Council and delivery partners.

6

Key Outputs

4.5 The SHIP 2021-2026 has identified a pipeline of 10,036 affordable homes that could be approved for site start and 11,370 potential completions. The SHIP is reviewed annually and will be increased to meet the 20,000 target, as confidence in the development pipeline grows. The approvals are split into two categories:

4.5.1 5,966 homes delivered through AHSP; and

4.5.2 4,070 homes delivered through innovative funding mechanisms, requiring little or no grant funding.

4.6 The 5,966 homes that have been identified to be approved through the AHSP require grant of £392.703m over the SHIP period, or £78.54m per year on average.

4.7 The majority (83%) of the AHSP approvals are for social rent, with the remaining split between mid-market rent (16%) and low-cost home ownership (1%). This exceeds the Scottish Government's 70% social rent target.

4.8 The table below provides a summary of the projected outputs and funding requirements of the AHSP projects identified in the SHIP. At the time of writing this report, Resource Planning Assumptions for 2021/22 onwards were unknown. An assumption has been made that 2020/21 levels remain static throughout the SHIP period. Table 1 identifies a shortfall of £151.66m in grant funding over five years.

Table 1 Summary – AHSP

YEAR	HOMES APPROVED	HOMES STARTED	HOMES COMPLETED	GRANT REQUIREMENT (£M)	SG RESOURCE PLANNING ASSUMPTIONS (£M)
2021/22	1,449	1,656	845	85.243	48.209
2022/23	1,017	1,558	1,386	94.775	48.209
2023/24	1,006	1,210	2,082	78.708	48.209
2024/25	1,764	1,491	1,186	70.438	48.209
2025/26	730	805	895	63.539	48.209
TOTAL	**5,966**	**6,720**	**6,394**	**392.703**	**241.045**

RPA only known for 2020/21 years two to five assume grant levels remain static.

4.9 The remaining 4,070 homes will be delivered through innovative funding schemes that require little or no grant. This includes the Council's two Limited Liability Partnerships (LLP), Private Sector led BTR and The Scottish Government' MMR Invitation. A more comprehensive breakdown of innovative funding mechanisms is set out in 5.5 below.

4.10 A total of 139 sites are included in the SHIP and 102 (or 73%) are on brownfield land with the remaining 37 (27%) on greenfield land. Almost all the homes being developed on greenfield sites are private developer-led through the Affordable Housing Policy (AHP).

4.11 Over a third of the sites identified in the SHIP are being delivered by the Council's own house building programme. The majority of the sites taken

7

forward by RSL partners are in the control of the private sector as they are being delivered through the AHP.

5. Means of Delivery

Funding Delivery of 20,000 Homes

5.1   The Scottish Government announced long term <u>resource planning assumptions</u> which provided certainty over forward funding until 2020/21. Edinburgh's allocation in 2020/21 was £48.209m. The Scottish Government's Programme has a strong focus on investment in housing with a c.16% increase in the capital budget going from £2.43bn in the current 5 years up to £2.8bn for the next five years. However, the specifics of Edinburgh's Transfer of Management of Development Funding (TMDF) allocation and any forward funding beyond next year is currently unknown.

5.2   The average annual grant requirement in the SHIP is £78.54m. The programme therefore requires a 63% increase on 2020/21 funding levels. Table 1 above identifies a shortfall of £151.66m in grant funding over five years. The carry forward commitment is around £77m, a similar level of carry forward as in previous years and is based on a high number of approvals over the past few years. Project approvals require grant payments to be provided in stages over two or three years. There is also a risk that grant funding post 2021 will be less than current resource planning assumptions; further increasing the funding shortfall.

5.3   It is, therefore, essential to continue the work initiated through City Region Deal, to secure an uplift in grant funding and greater certainty in future years. The region has a five-year affordable housing pipeline of 14,000 affordable homes, which with the right investment could be accelerated. It is also essential to continue work on delivering affordable mid rent and below market rent housing without grant funding.

Innovative funding mechanisms

5.4   Affordable mid rent housing for people on low to moderate incomes is being developed on several sites across the city. In some instances this is supported through the grant funding programme. The introduction of mid market rented housing since 2010 has aided the Council in driving more value for money of grant funding. Over the last five years Edinburgh has consistently delivered homes requiring grant at least 7% below benchmark on average across the whole programme.

5.5   The Council works with partners to identify opportunities for innovation to deliver affordable housing without using funding provided through the AHSP. Further detail on each of these innovative projects is provided below:

8

5.5.1 **National Housing Trust (NHT)** – Edinburgh has been at the forefront of the initiative, with nearly half of all the homes built under the NHT in Scotland being built in the city. Eight Limited Liability Partnerships (LLPs) will deliver 886 MMR homes in Edinburgh, backed by £100m of Council loans, underwritten by the Scottish Government. NHT has stimulated development and provided developers and housebuilders with confidence to invest in affordable housing;

5.5.2 **Housing Delivery Partnership (Edinburgh Living)** – A unique collaboration between the Council, Scottish Futures Trust (SFT) and Scottish Government has led to the Council establishing two new LLPs. Edinburgh Living will deliver around 1,500 homes for mid-market and market rent, meeting housing needs of key workers and those on low to middle incomes who cannot access home ownership and are not a priority for social rent. Edinburgh Living has a strong pipeline of planned housing acquisitions from the Council's housebuilding programme. Council officers are also exploring options for Edinburgh Living to acquire or lease homes from the private sector; creating potential for partnerships with institutional investors.

5.5.3 **Scottish Government Mid-Market Rent Invitation (MMR Invitation)** – Council officers have been working in partnership with landowners, developers and Scottish Government to support the delivery of mid-rent homes on private sector sites through the Scottish Government MMR invitation. Places for People (PfP) have been successful in securing £47.5m in loan funding through the scheme and lever additional private finance. There are a number of projects being pursued in Edinburgh with around 500 homes currently identified as potential projects in Edinburgh.

5.5.4 **Local Affordable Rented (LAR) Housing Trust** – LAR is a Scottish Charity set up in 2015 to provide long-term, MMR housing in Scotland. LAR launched with a £55m loan from the Scottish Government and now has plans to build around 1,000 homes, which will be available at MMR across Scotland. Two developments have been completed in Edinburgh on Gorgie Road where former commercial buildings, Chesser House and Westwood House, have been converted into 87 MMR homes. Work is ongoing to progress further developments in Edinburgh. In October 2020, Finance and Resources committee approved the sale of 89 homes in the NHT Telford North LLP to LAR. Under the terms of the sale tenants wishing to purchase will be given enhanced timescales to maximise their ability to purchase and those tenants who are unable to purchase will be able to remain in their MMR homes, with rent increases capped at CPI.

5.5.5 **Build to Rent (BTR)** - On 20 January 2020 Housing, Homelessness and Fair Work Committee received the report 'Support For Build To Rent'. The report highlighted that BTR developments can accelerate housing development, regeneration and placemaking. BTR can bring institutional

investment to the city and can deliver 25% affordable housing without the need for grant subsidy. This is a pipeline of 6,000 BTR homes that could be delivered within Edinburgh. Committee agreed the approach to securing affordable housing within these developments.

5.5.6   In 2019/20 three new BTR developments were approved, with over 150 affordable homes that can be delivered without grant subsidy. These were the Freer Street development at Fountainbridge (58 affordable homes), the Skyliner development near Ocean Terminal in Leith (84 affordable homes), and the Springside development at Fountainbridge (15 affordable homes).

5.5.7   Three new BTR planning applications have since been submitted, which could deliver around 490 affordable BTR homes if planning consent is granted. When combined with the BTR developments which have been approved, this would be a total of 650 affordable BTR homes with no grant requirement in 2019 and 2020. The same number of social rented homes would require over £47 million of grant subsidy.

5.5.8   These homes will be targeted at people on moderate incomes, with rents being set at 30% of BRMA, secured by Section 75 Agreement as affordable housing for a minimum of 25 years.

Maximising land supply

5.6   The scale and ambition of achieving the 20,000 homes should not be underestimated. In order to reach the 20,000 homes target a wider strategic partnership approach needs to be adopted that looks at a wide range of issues. One of the key risks to the delivery of 20,000 affordable is failure to secure suitable land for development.

Affordable Housing Policy (AHP)

5.7   The AHP is a planning policy which ensures that 25% of homes on all housing sites with 12 homes or more, are required to be affordable. This is an important delivery mechanism and contributes 62% of AHSP sites in Edinburgh funded through the SHIP. The Council's own house building programme uses land secured either from its own assets or by acquisition on the open market. For RSLs, the AHP is vital to ensuring land supply, with around 80% of their programme being delivered on AHP land. Onsite provision of affordable housing is the highest priority for the AHP and officers seek to secure this in all instances. Since January 2013, affordable housing has been provided in nine out of ten planning applications for sites with at least 20 homes on site.

5.8   The AHP will also deliver a number of homes for low cost ownership, which will be negotiated on a site by site basis. These are a lower priority tenure for Edinburgh, as the greatest housing need is for affordable rented homes. Low cost home ownership is negotiated on a site by site basis as part of the planning process and is a relatively small proportion (3%) of the total affordable housing proposed within the SHIP.

5.9 Local authorities have to prepare LDPs for their areas. The Council adopted its first LDP in November 2016. Options for a replacement LDP, to be called City Plan 2030, have been consulted on as 'Choices for City Plan 2030'. These included an option to increase the percentage of new affordable housing required from new developments from 25% to 35%, and 72% of responses were in favour of this change. The Council must give due regard to the responses to the consultation and produce a Proposed Plan, which will be brought to Planning Committee for consideration.

5.10 The AHP can go some way to securing land for affordable homes. However, the timing of sites coming forward for development is dependent upon individual private developer assessment of demand and ultimately the price that households will be willing and able to pay to purchase a home. There is, therefore, a need for affordable housing developers to secure greater control over sites. Delivery of brownfield land will require intervention from the Council and the public sector working in partnership with landowners and developers. A strategy that prioritises brownfield land for development will require significant and active intervention by the Council including forming partnerships with public and private sector landowners and developers, including the acquisition of sites by the Council and potentially the use of compulsory purchase powers where appropriate.

5.11 The availability and control of land has been highlighted by partners working together on the City Region Deal as a key factor on the rate of affordable housing delivery. The potential for market acquisition of brownfield land at the scale required is likely to be limited, therefore it is paramount there is greater collaboration across public sector partners to release surplus public land for strategic development opportunities and/or seek out joint-ventures for co-location, site assembly and collaborative development opportunities with public and private sector partners.

5.12 Work is underway on greater collaboration at a national, regional and sub-regional levels through the City Region Deal. The Place Based Opportunities Board (PBOB) chaired by Council's Chief Executive has provided a forum for partners to come together to develop a more joined up and place-based approach to creating and disposing of assets. The Council is actively seeking to position itself as purchaser of first resort to public bodies in the city and is uniquely placed to make strategic acquisitions; acting as the enabling developer by de-risking planning, regeneration and infrastructure requirements. This is essential to support delivery of a brownfield first approach to development which maximises the use of existing infrastructure and mitigates the sizeable financial impact on the Council of delivering infrastructure for greenfield development that cannot be reclaimed under developer contributions.

5.13 Investment through the HRA and the AHSP can act as a real catalyst for change. Using the resourcing model for Granton, with a dedicated cross Council team working together to deliver, coordinated regeneration at scale, officers are

11

exploring similar approaches across West and South East Edinburgh to focus on existing as well as new homes. To create and improve new places, continue to drive forward brownfield regeneration and meet the demand for new affordable homes, acquiring land through partnership and joint working with public and private sector partners is essential.

5.14 A key workstream of the Edinburgh and South East Scotland City Region Deal (ESESCR) is to bring together key infrastructure and utility providers with public sector partners to share programme and investment plans to accelerate delivery of development, increase efficiencies and maximise investment. A project proposal to pilot a regional infrastructure forum is currently under development. The availability and control of land has been highlighted by partners working together on the City Region Deal as a key factor on the rate of affordable housing delivery. The seven strategic sites can collectively deliver transformational economic and social change both in terms of housing supply, circa. 45,000 homes, and for the local, regional and national economy.

Construction Industry Capacity

5.15 There are several factors impacting construction industry capacity and in turn the ability to deliver affordable homes at the pace and scale required over the next five to ten years, these include challenges with supply chain and increasing costs of building materials and skills shortages and market uncertainties as a result of Brexit uncertainties and the overall impact of the pandemic.

5.16 Actions to address the strategic challenge set out above have been identified through the ESESCR. The £5.8m City Region Deal funded, HCI Skills Gateway, project takes an integrated regional approach to work with schools, colleges, universities and employers to enable disadvantaged groups to enter into the sector. This includes new short courses, upskilling and new programmes to meet skills and jobs needs.

5.17 Housing construction skills remain a priority area for the Scottish Government, who plan to develop and agree an accord between Government and the construction industry. Supporting a focus on skills the Programme for Government also outlines a commitment to dedicate £100m over the next five years to a Green Jobs Fund. Invested alongside businesses and organisations to support new and increased opportunities for green job creation. A £60m Youth Guarantee is also committed so that every young person aged between 16 and 24 will be guaranteed an opportunity at University or college, an apprentice programme or employment including work experience.

5.18 Combined with current skills shortages, the climate emergency and rising development costs it is becoming increasingly clear that innovation is required to develop alternative approaches to finance and build new, sustainable homes. The scale and pipeline of housing development across the region presents a unique opportunity for innovation.

12

5.19   The Council is working alongside a number of partner organisations (Scottish Government, SFT, Construction Scotland Innovation Centre, Edinburgh Napier University, and Offsite Solutions Scotland) on a proposal which will develop net zero carbon housing through greater use of offsite construction. This Edinburgh Homes Demonstrator (EHD) project will test a new housing delivery model, specifically a method of design, construction and delivery that is based on off-site construction and disrupts the traditional linear delivery model of housing design and construction. The ambition is that the model will deliver a blueprint for UK wide public sector procurement of affordable housing.

5.20   The Scottish Government also plans to develop guidance this year to help support greater use of offsite construction for new social housing. This has the potential to speed up delivery of affordable homes, reduce waste and achieve the quality of construction needed to support zero emissions homes, and it offers opportunities to improve productivity and attract a more diverse workforce.

5.21   The Programme for Government sets out an overall investment in decarbonising heat worth more than £1.5b over the next parliament. This will help to drive skills and innovation in the construction sector with the focus on low and zero carbon technologies to replace traditional heating sources such as gas.

6.   Specialist Housing, Including Wheelchair Accessible Homes

Delivery of Specialist Housing in the Affordable Sector

6.1   The Edinburgh Integration Joint Board (EIJB) Strategic Plan for 2019-22 was approved by the EIJB on 20 August 2019. The Housing Contribution Statement which supports the Strategic Plan highlights the importance of housing in relation to health and well-being and provides clear commitments to support health and social care priorities. These include the principle of Home First; helping people to live independently at home or in a homely setting for as long as possible; ensuring new homes meet future needs; developing new models of housing and care in local communities and jointly developing new technology which can be embedded in homes to support independent living.

6.2   The Council and its RSL partners are committed to ensuring that 4,500 of the 20,000 new affordable homes planned for the city over the next ten years will support health and social care priorities. The Health and Social Care Partnership's Transformation Programme includes a workstream on housing. The Housing Service has commissioned a study on particular needs housing which will also feed into this workstream.

6.3   Around 13% of the homes to be approved in the first two years of the SHIP are specifically designed for this group, including amenity, supported and fully wheelchair accessible homes. Housing and Health and Social Care partners will continue to work together to ensure the homes are meeting identified need across the city, integrating with services at a local level. The Council has worked

closely with Veterans Housing Scotland to provide wheelchair accessible homes specifically for disabled veterans at Salvasen Gardens, Citypark and a new development nearing completion at Canonmills.

6.4   It is important to note that the majority of new build properties funded through the AHSP are designed to meet the Housing for Varying Needs Standard (HFVN). The HFVN standard was published in 1998 and sets out good practice on the design of housing to achieve flexibility and suitability for people of all abilities. For example, ensuring ground floor properties have step free access, wider doors, accessible height switches and electrical sockets and reinforced joists for future hoist installation. HFVN standard will be reviewed by Scottish Government in 2021.

6.5   Many properties delivered through the AHSP are therefore accessible for people of limited mobility, meaning particular needs housing requirements can often be met through allocation of a standard general needs property.

6.6   Work is underway on a new regional South East Scotland Housing Needs and Demand Assessment (HNDA). A study on need and demand for particular needs housing will be commissioned early in 2021 to inform the HNDA,Health and Social Care priorities and investment requirements.

6.7   In August 2019 Scottish Government issued revised guidance for the SHIP. The guidance requires local authorities to set targets across all tenures for the delivery of wheelchair accessible homes and to report annually on progress. The City of Edinburgh Council was one of the first local authorities to have a Wheelchair Accessible Homes target; with 10% of all social rented homes being wheelchair accessible. The Edinburgh Design Planning Guidance includes Lifetime Homes as the standard sought for older peoples and particular needs housing within the city.

Adaptations

6.8   In addition to building new homes to meet changing and varying needs, the SHIP includes grant funding for RSLs to carry out adaptations to homes to enable people to remain in their own homes and to live independently. Adaptations will continue to be a strategic housing investment priority. Each year a budget of £600,000 supports over 300 adaptations within RSL homes.

7.   Carbon Emissions and Energy Efficiency

7.1   On the 14 May 2019, the Corporate Policy and Strategy Committee approved the Council's Sustainability Approach, which included Edinburgh working towards a net zero carbon target by 2030, with a hard target of 2037. On 20 January 2020, the Housing, Homelessness and Fair Work Committee approved the Housing Sustainability approach, which outlined the future approach to reducing emissions across existing homes and the new build housing programme. A further update on progress was provided on 5 November 2020.

14

7.2   The Council's declaration of a Climate Emergency has placed sustainability and climate change at the centre of strategic and policy discussions. Energy efficiency standards are already in place for new affordable housing in Scotland. All new developments are required to meet the Building Regulations, which contain stringent targets for energy efficiency with new Council and RSL homes built to a higher silver standard. The Council's own house building programme aims to lead by example in terms of sustainable development. A design brief has been produced that will ensure all new build homes are designed to achieve net zero carbon. This will follow a fabric first approach, allowing the design and construction to be tailored to meet the requirements of the site and to select the most appropriate low carbon heating solution.

7.3   Council and RSL house building partners are working to sustainability principles which promote local material sourcing, recycling, insulation standards, and renewable energy. The environmental impact of individual projects is currently assessed through the planning process.

8.   Rapid Rehousing Transition Plan (RRTP)

8.1   A draft Rapid Rehousing Transition Plan (RRTP) was approved by Housing and Economy Committee March 2019. The second iteration of the RRTP was agreed by the Housing & Economy Committee on 18 September 2020 and submitted to Scottish Government.

8.2   The RRTP is aligned around four key objectives, focusing on both prevention and increasing accommodation options (both temporary and settled):

8.2.1   preventing homelessness in the first place;

8.2.2   where temporary accommodation is required this will meet the needs of the household;

8.2.3   supporting people to access settled accommodation as quickly as possible; and

8.2.4   reducing the number of people sleeping rough.

8.3   Renting from a private landlord is the only available housing option for many people but rents in Edinburgh are high and push households towards financial difficulty and the risk of homelessness. To reduce the pressure on the housing market, as well as providing housing for households on low to moderate incomes, a commitment to increase affordable housing supply is key in addressing these challenges.

8.4   Social housing providers play a key role in both preventing homelessness and delivering more social rented homes. People are much less likely to become homeless again if they move into social housing rather than private rented housing. This has resulted in the provision of social rented accommodation becoming a key priority of the SHIP.

8.5   As set out in 2.3 above, Edinburgh has one of the lowest proportions of social rented housing in Scotland but provides the highest percentage of lets to homelessness households. Almost 85% of homes to be approved through the AHSP over the next five years are for social rent. This exceeds the Scottish Government's 70% social rent target.

8.6   Edinburgh is unable to achieve rapid rehousing by year 5 (2023/24) based on estimated demand and available housing; even with a significant increase in grant funding, other delivery challenges would remain. The removal of local connection in May 2021 is also likely to increase the number of homeless households making a presentation in Edinburgh. This will in turn further increase demand for affordable settled housing options int the city.

8.7   MMR also plays an important role as a housing option for working homeless households; just under one third of homeless households are in employment. Work is underway to improve the information available on MMR to customers seeking to access housing via EdIndex and a dedicated MMR page will form part of the Common Housing Register and Choice website. The newly established Council Private Rented Sector Team will also continue to provide information on mid-market rent as a housing option.

8.8   Around a third of people presenting as homeless are in employment but may be in insecure jobs or part time employment. The Council is working with RSL partners to improve information, advice and access routes into MMR for working homeless households. These measures include tailored housing option advice, improved information around the availability of mid rent homes, including homes in development.

8.9   Officers will continue to engage with stakeholders and service users to develop the RRTP. Annual updates on progress will be provided to both Committee and Scottish Government.

9.   Child Poverty

9.1   In August 2019 Education, Children and Families Committee approved the [Local Child Poverty Action Report](#). The report noted that when asked by the Edinburgh Poverty Commission about the things that cost too much in the city, people on low incomes cited the cost of housing as a primary issue.

9.2   The Scottish Government's Tackling Child Poverty Delivery Plan for 2018-22 sets out policies and proposals to help make progress towards their targets on reducing child poverty by 2030.   Actions, with partners, across a range of housing policies include working with the social housing sector to agree the best ways to keep rents affordable and ensuring that future affordable housing supply decisions support their objective to achieve a real and sustained impact on child poverty.

9.3   The Edinburgh Poverty Commission published its final report, '*A Just Capital: Actions to End Poverty in Edinburgh'*, in September 2020. The Commission estimates that almost 78,000 people in Edinburgh are living in relative poverty, representing some 15% of the population and as many as 1 in 5 children. The Commission's report highlights that the majority of people living in poverty in Edinburgh are of working age, in employment, living in rental accommodation, with the highest rates experienced by families with children. Such families live in every area of the city, in every type of neighbourhood and community. Almost one in three of the city's households in poverty are only there due to high housing costs, compared with one in eight households in poverty across Scotland.

9.4   One of the main conclusions from the Poverty Commission's work is that there is no solution to poverty in Edinburgh without resolving the city's housing and homelessness crisis. The Commission is calling on the Scottish Government, as an urgent priority, to ensure the city has the right funding and support to meet its social housing expansion needs.

10.   Gypsy Travellers sites

10.1   The Council currently owns and manages one site in Edinburgh, known as the North Cairntow Travellers Site on the south east side of the city. The site was created in 1984 and consists of 20 pitches serviced by 10 semi-detached utility block. A community facility was installed in 2016. This was achieved in partnership with the NHS and other voluntary providers.

10.2   The Housing Service has been working with the residents of the North Cairntow Travelling Peoples Site to improve the site since 2017. This has taken the form of a comprehensive programme of community engagement to co-design site improvements in partnership with the community, addressing fuel poverty, mainstreaming equalities and harnessing lived experience of tenants, culminating in an improved understanding of the needs of the community.

10.3   The final design of the redevelopment of the site was agreed with residents last year. The total investment is estimated to be between £3m and £4m as part of the HRA Capital Investment Programme. The redevelopment has received £90,660 of Scottish Government funding as part of the joint action plan 'Improving the lives of Gypsy/Travellers: 2019-2021' by the Scottish Government and Convention of Scottish Local Authorities (COSLA). Relevant planning permission and building warrants are now in place, with the redevelopment expected to start on site in spring 2021.

10.4   The successful consultation and co-production of the redevelopment has been recognised by COSLA and Scottish Government as best practise. The Council's lead officer was invited to lead a national Q&A session on the work at North Cairntow and has joined a strategic working group to support other local authorities to develop a national Quality Design Framework for gypsy traveller site improvements in early 2021.

17

11. Consultation and engagement

11.1 There is a strong partnership approach to delivering new build affordable housing in the city. This is evidenced by the joint and ambitious commitment to deliver 20,000 homes over the next ten years. To ensure delivery of this pipeline of projects the SHIP is kept under constant review through continuous discussion with partners at regular meetings, working groups and forums.

11.2 Regular meetings are held with RSL development directors and chief executives to ensure the efficient and effective delivery of the programme and alignment of strategic objectives.

11.3 The Edinburgh Affordable Housing Partnership has a health and social care subgroup and the Chair of this subgroup is the housing representative on the Strategic Planning Group.

11.4 Edinburgh's latest LDP, City Plan 2030, is currently in development. A suite of options has been consulted on as 'Choices for City Plan 2030'. These included an option to increase the percentage of new affordable housing required from new developments from 25% to 35%; with 72% of responses were in favour of this change. The Council must give due regard to the responses to the consultation and produce a Proposed Plan, which will be brought to Planning Committee for consideration later this year.

12. Integrated impact Assessment

12.1 The Integrated Impact Assessment (IIA) concludes that the SHIP should have a positive impact on tackling inequality through investment in new affordable homes for people on low to medium incomes.

12.2 The SHIP contributes to the public sector equality duty and advances equality of opportunity. It will increase access to affordable housing and well-designed, safer and cleaner communities. It will contribute to improved health by increasing the supply of good quality homes, reducing fuel poverty and providing homes which are physically accessible.

13. Conclusion

13.1 There is a significant shortfall of affordable housing in Edinburgh and that is why the Council and RSLs are working in partnership to significantly increase the number of new affordable homes in the city. This has been further strengthened with the Council's commitment to increase this target to 20,000 homes over the next ten years.

13.2 The strong history of partnership working and award-winning housing development means that work is already well under way to achieve these ambitious commitments. Since the commitment was introduced, 5,031 homes

18

Page 75

have been approved and 3,568 homes completed. A further 2,150 approvals and 1,373 completions are expected this year. It is anticipated that more than 10,000 affordable homes will be approved for site start, under construction or completed by 2022; with over 2,300 affordable homes currently under construction on 35 sites in the city.

13.3   The SHIP 2021-2026 has identified a pipeline of 10,036 affordable homes that could be approved for site start and 11,370 potential completions. Nearly 85% of the grant funded Affordable Housing Supply Programme (AHSP) is for social rent, with the remainder being for mid-market rent and low-cost home ownership.

13.4   The Edinburgh housing market has remained resilient throughout the pandemic, however the full impact of lockdown and the continuation of restrictions, combined with a possible no deal Brexit, on the wider economy and the job market is yet unknown. Those on low incomes will continue to be the greatest affected and therefore affordable housing needs to play a key role in a green and sustainable recovery. The SHIP is reviewed annually and will be increased to meet the 20,000 target, as confidence in the development pipeline grows.

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Land Strategy to Support Delivery of Affordable Housing and Brownfield Regeneration

Item number	
Executive/routine	Executive
Wards	All
Council Commitments	1, 2, 6, 10, 13, 15, 32

1. Recommendations

1.1 It is recommended that Housing, Homelessness and Fair Work Committee notes:

1.1.1 the intention to complete the purchase of the former Liberton hospital site for a Council led housing development by the end of the financial year;

1.1.2 that officers will continue to pursue opportunities to acquire private sector land where this will support wider land assembly and delivery of regeneration outcomes;

1.1.3 the need for continuing commitment from public sector partners to realise the delivery of Council and Scottish Government's objectives; including building resilient and sustainable places, and transition to net zero carbon; and

1.1.4 that new investment models and partnerships with the private sector are needed to accelerate development of private sector land.

Paul Lawrence

Executive Director of Place

Contact: Elaine Scott, Housing Services Manager

E-mail: Elaine.Scott@edinburgh.gov.uk | Tel: 0131 529 2277

Report

Land Strategy to Support Delivery of Affordable Housing and Brownfield Regeneration

2. Executive Summary

2.1 The report updates on the progress with the implementation of the land strategy for Council led housing developments. Land supply continues to be one of the main risks to the delivery of brownfield sites and affordable housing. Whilst good progress is being made, further land acquisition by the Council and new investment models and partnerships with the private sector will be required to get private and public sector sites developed. This approach aligns with the preferred option for urban area development contained within Choices for Cityplan 2030 which also promotes public sector partners working closer together.

2.2 An update is provided on the Place Based Opportunities (PBO) Board which provides a collaborative forum for public sector partners to work together to promote better use of assets. The PBO is supporting the joint working between the NHS and the Council to progress the purchase of the former Liberton hospital site. The purchase of this site as a Council led development will allow delivery of a development designed to accommodate a range of housing needs and support the delivery of Health and Social Care objectives.

2.3 The strategy set out in this report will support the delivery of place based area regeneration in partnership with local communities; with the Council acting as enabling developer; de-risking Planning and infrastructure requirements. Private and public sector partnerships are identified as key mechanisms for securing investment and developing sites that cannot be acquired and developed by the Council.

3. Background

3.1 Edinburgh needs more homes of all tenures, with greatest demand being for affordable homes. The latest Housing Need and Demand Assessment (HNDA2) states there is demand for between 38,000 and 46,000 new homes in Edinburgh over ten years; over 60% of these homes need to be affordable. Lack of affordable housing is impacting on the ability of the city to address homelessness and is also a barrier to economic growth.

3.2   A report was presented to the then Housing and Economy Committee in March 2018 on [Delivering Land for Affordable Housing](). This report set out a series of actions that should be taken to secure land and increase control over the pace of housing development. The actions include increased engagement with private land owners, exploring the potential for re-provisioning industrial estates, a review of the Affordable Housing Policy (AHP) and establishing a public sector land and property group.

3.3   The Strategic Housing Investment Plan (SHIP) is reported annually to this Committee. Previous reports and this year's report highlight the main risk to the delivery of the plan is that affordable housing developers need greater control of sites in order to accelerate development of affordable housing. The report also highlights a £151.66m shortfall in grant funding over the SHIP period and the important role that non-grant funded models play in delivering affordable homes and brownfield regeneration.

4.   Main report

4.1   The recently announced Programme for Government promotes placemaking and creating sustainable communities, and the Scottish Government has committed to supporting the public sector through a number of capital funding streams to deliver on the commitments of low carbon, social and digital inclusion and the design responses needed to the Covid-19 pandemic. The Scottish Government's Draft Infrastructure Investment Plan for the next five years indicated that over £2.8bn would be made available for affordable and social housing. These homes within sustainable places are reliant on an affordable supply of land that is well connected to local services.

4.2   The Council's affordable housebuilding programme is a key enabler for the delivery of area regeneration, using a place-based approach with an increasing focus on creation of 20 minute neighbourhoods. It is supporting the delivery of a number of Council commitments specifically those that aim to:

4.2.1   deliver a programme to build at least 10,000 social and affordable homes over the next five years, with a plan to build 20,000 by 2027; and

4.2.2   prioritise the use of brownfield sites and work with public sector and private landowners to develop land for affordable housing.

4.3   Building on brownfield land maximises the use of existing infrastructure and mitigates the sizeable financial impact on the Council of delivering infrastructure for greenfield development that cannot be reclaimed under developer contributions.

4.4   As part of the Housing Contribution statement to the Edinburgh Health and Social Care Partnership Strategic Plan there is a commitment to deliver 4,500 of the 20,000 new homes to support health and social care priorities. A joint working group of Council officers are progressing work on this and homes in design and under construction are already being delivered for specific client groups.

4.5   Since 2012 the Council's housebuilding programme has completed over 1,300 affordable and private homes. These include homes for social rent as well as through the Council's housing partnership Edinburgh Living providing a mix of rented tenures. In existing housing estates such as Pennywell for example, this has been created through a gradual programme of demolition and taking a place based approach to a new masterplan. This is providing new homes alongside a regenerated town centre, including new retail and ambitious plans for the areas first culture and learning hub. There are currently just under 700 new Council homes under construction with a further 4,400 at various stages of design development.

4.6   A total of 27 sites have been approved for or already transferred from the Council's General Fund to the Housing Revenue Account (HRA) for affordable housing development.   This includes former school, care home and depot sites. Appendix 1 provides a breakdown of these sites as well as indicative numbers of homes to be provided. These sites make up a significant proportion of the current and future programme. Sites are at various stages of design development and construction. Five transferred sites have fully completed. In total these sites have the capacity to deliver nearly 3,000 homes. The future pipeline will also look at strategic land assembly in and around Council owned sites. There is an opportunity to bring in further land around the existing Murrayburn depot, including additional public sector and private land. There are also further land assembly opportunities around Craigmillar Town Centre.

Working with public sector partners

4.7   Council owned land supply is becoming increasingly limited so there is a need to work with public sector partners to bring forward land to deliver across public sector outcomes. In 2018 the Chief Executive established and currently chairs a grouping of public sector partners called the PBO Board. This brings together senior representation from the Council, NHS Lothian, Police Scotland and Scottish Futures Trust. This has provided a forum for partners to come together to develop a more joined up and place based approach to creating and disposing of assets. The Council is actively seeking to position itself as purchaser of first resort to public bodies in the city.

4.8   NHS Lothian is a key partner who can help support the land strategy but it is also vital that we work in partnership across Housing and Health and Social Care sectors to develop innovative solutions to the specific needs identified locally including any role for extra care, step down, amenity or other forms of specialist and digitally enabled homes.

4.9   There is an opportunity for the Council to acquire the former Liberton hospital site before the end of the financial year for its housebuilding programme. Heads of Terms are currently being finalised as a result of discussions over a number of years and a commitment from the Council and the Health and Social Care Partnership to work together to deliver a range of accommodation on the site that would support the need for affordable housing as well as specialist supported and older persons housing. There is grant funding available through the Scottish

Government's Affordable Housing Supply Programme (AHSP) to support the acquisition costs.

4.10   Following acquisition the Council will engage with local communities and stakeholders to develop a Place Brief and progress this opportunity to develop mixed tenure, net zero carbon homes that are accessible and digitally enabled to prevent the need for admission to hospital and other forms of bed based care. The Partnership's Bed Based Care project, a priority project within their Transformation Programme, will help to inform the strategic shift from hospital to community based care going forward including this area of the city. It is anticipated that approval will be sought to purchase the site from the Council's Finance and Resources Committee in March 2021.

4.11   Joint working between the Council and NHS Lothian to use assets to achieve joint outcomes for the Liberton area has the potential to become a pathfinder for other sites such as the Royal Victoria site. A Place Brief will also be developed for the Astley Ainslie site in partnership with the NHS to set the high level principles for future development and to incorporate views and aspirations of the local community.

4.12   Council officers also continue to engage with the Defence Infrastructure Organisation (DIO) part of the Ministry of Defence (MOD) in respect of their landholdings. A Place Brief is under development for Redford Barracks which will be informed by studies and a masterplan that is being taken forward by the MOD.

Private sector sites

4.13   Officers regularly monitor the market to identify potential acquisition opportunities for the house building programme. Priority is given to those acquisitions that can support wider land assembly and regeneration outcomes. Specific consideration has been given on how best to leverage Council strengths to make competitive bids and demonstrate that Council-led affordable housing can be a viable disposal option for brownfield landowners. The acquisition of the land at Forthquarter has proved hugely significant in the delivery of a vision, masterplan and delivery strategy for Granton.

4.15   The potential to acquire sites on the open market is limited and, therefore, officers are exploring alternative models to deliver regeneration and affordable housing on private sector sites. Lease based models provide an opportunity for the Council to work in partnership with landowners and institutional Investors who are interested in long term investment in an area rather than sale of land or homes.

4.16   The expansion of the mid market rent (MMR) programme over the past five years has enabled the Council to increase the supply of affordable, energy efficient, professionally managed homes for working households who cannot afford to rent on the open market or purchase a home. A separate report to this committee highlights that Edinburgh Living (established by the Council to acquire homes for MMR and market rent) is acquiring homes developed by the Council through the affordable housebuilding programme. There is potential to grow the Edinburgh Living portfolio in partnership with the private sector. Realising the potential of

MMR and BTR is a means of stabilising the housing market by increasing overall supply and halting the ever-growing demand for social rented housing which cannot be delivered without grant funding. In addition, these delivery models will be key to accelerating housebuilding rates in general and achieving a brownfield first approach as identified in the City Plan 2030 Choices document.

4.17   It is anticipated that the Council would require to use defined powers under Planning and Housing legislation to assemble land for the purpose of housing development. The Housing (Scotland) Act 1987 and Town and Country Planning (Scotland) Act 1997 hold provisions for compulsory purchase that enable delivery of housing, planning and regeneration. Compulsory purchase powers can be used in situations where engagement with owners has been exhausted, where sites have stalled for a significant period of time and where their acquisition would lead to or unlock the delivery of homes at scale.

4.18   Moving forward it is anticipated that dedicated cross Council team working will be key to delivering coordinated regeneration at scale. A dedicated multi-disciplinary team is already in place for Granton regeneration and this is helping to inform the approach that will be taken to delivery of development and estate based regeneration in both West and South East Edinburgh.

4.19   The £2.8 billion planned investment through the HRA over the next ten years, as reported to Committee in the Draft HRA Budget Strategy on 5 November 2020), the Affordable Housing Supply Programme which is delivered with RSLs and the expansion of MMR and new investment models can act as a catalyst for change, levering in private sector and institutional investment to deliver regeneration, create better places and support economic recovery.

5.   Next Steps

5.1   Continued collaboration across public sector partners to release surplus public land for strategic development opportunities and/or seek out joint-ventures for co-location, site assembly and collaborative development opportunities with public and private sector partners.

5.2   Market opportunities will continue to be pursued and assessed in the context of the preference to develop brownfield sites and reported to the Finance and Resources Committee as appropriate.

5.3   Officers will also continue to explore opportunities for delivering affordable homes in partnership with the private sector.

6.   Financial impact

6.1   The HRA Business Plan includes £125 million for land acquisition over the next ten years. Funding is available in this year's HRA capital budget to support land

acquisition and should speculative market land opportunities arise there is the ability to accelerate spend within the HRA land allocation set out at 6.1. HRA funding can also be used to support the compulsory purchase of land for affordable housing development. Any proposal of this nature would be considered on a case by case basis and subject to a full business case approval through the Finance and Resources Committee.

6.2 Funding is also available to support land acquisition for social housing through the Affordable Housing Supply Programme. In 2019/20 grant funding of £9.6 million was secured for nine sites with around £10 million expected in 2020/21 to support delivery of six sites.

6.3 Consent is in place for Council to on-lend up to £248 million to the Edinburgh Living Limited Liability Partnerships to acquire mid-market and market rent housing. This is supporting the delivery of mixed tenure housing on sites developed through the Council's housebuilding programme.

7. Stakeholder / Community Impact

7.1 Development on brownfield land will increase access to affordable housing and well designed, safer and cleaner communities. It will contribute to improved health by increasing the supply of good quality homes, reducing fuel poverty and providing homes which are accessible for people with a range of housing needs.

7.2 Engagement with local communities is undertaken at all stages of development. Where appropriate this may involve setting up a Sounding Board to involve local stakeholders, alongside key Council representatives and elected members.

8. Background reading / external references

8.1 Transfer of General Fund Sites to Housing Revenue Account for Housing Development, Finance and Resources Committee, 19 March 2015

8.2 Accelerating Housing Delivery and Brownfield Regeneration, Finance and Resources Committee, 23 March 2017

8.3 Accelerating Housing Delivery and Brownfield Regeneration Update Report, Finance and Resources, 23 January 2018

8.4 Delivering land for Affordable Housing, Housing and Economy Committee, 22 March 2018

9. Appendices

9.1 Appendix 1 – List of sites transferred/to be transferred from the General Fund to the HRA.

APPENDIX 1 - List of site Transferred from the General Fund to the Housing Revenue Account for the New Build Programme

Site Name	Approval Date	Transfer Status	Capacity	Current Status
Clermiston	March 2015	Transferred	44 homes	Complete
Royston	March 2015	Transferred	46 homes	Complete
West Pilton Grove	March 2015	Transferred	29 homes	Complete
Hailesland Place	March 2015	Transferred	32 homes	Complete
Dumbryden (Phase 1)	March 2015	Transferred	49 homes	Complete
Dumbryden (Phase 2/3)	November 2016	Transferred	57 homes	Pre - construction
Muirhouse Shopping Centre/ Pennywell Town Centre	March 2017	Transferred	156 homes	Under Construction
Powderhall	March 2017	Transferred	250 homes	Pre- construction
Bingham Avenue	March 2017	Transferred	40 homes	Under construction
Parkview	March 2017	Transferred	30 homes	Under construction
Silverlea	March 2017	Transferred	140 homes	Pre-construction
Sighthill Crescent	March 2017	Transferred	35 homes	Design Development
West Shore Road, Granton	March 2017	Transferred	350 homes	Early feasibility
West Granton Road	March 2017	Transferred	40 homes	Early feasibility
Gilmerton Dykes Street	March 2017	Transferred	20 homes	Early feasibility
Peffer Place	March 2017	Transferred	Tbc	Early feasibility
Balgreen Road (Pansy Walk)	March 2017	To be transferred	20 homes	Early feasibility
Cowan's Close	March 2017	Transferred	22 homes	Design Development
Clovenstone	March 2017	To be transferred	100 homes	Building still in operation
Leith Walk Tram Depot	March 2017	Transferred	70 homes	Site currently in use by tram project
Murrayburn Gate	January 2018	Transferred	40 homes	Early feasibility
Burdiehouse Crescent	January 2018	Transferred	60 homes	Early feasibility
Meadowbank	March 2016 and March 2020	Transferred	600 homes	Pre -construction
Fountainbridge	December 2019	Transferred	435 homes	Enabling works underway, main site pre- construction
Howdenhall	March 2020	Transferred	80 homes	Early feasibility
Colinton Mains	December 2019	Transferred	20 homes	Early feasibility
Murrayburn Depot	December 2019	Transferred	200 homes	Site still operational, early feasibility underway
			c2,965 homes	

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Edinburgh Living Annual Report 2019

Executive/routine	Executive
Wards	All
Council Commitments	

1.   Recommendations

1.1   The Housing, Homelessness and Fair Work Committee is asked to:

1.1.1   note the contents of the 2019 Annual report;

1.1.2   note the progress made to establish Edinburgh Living over 2019;

1.1.3   note that the 2020 Annual Report will be submitted to Committee following completion of the 2020 financial audit in 2021; and

1.1.4   refer this report to the Governance, Risk and Best Value Committee in line with Edinburgh Living's governance arrangements.

Paul Lawrence

Executive Director of Place

Contact: Elaine Scott, Housing Services Manager

E-mail: elaine.scott@edinburgh.gov.uk | Tel: 0131 529 2277

·EDINBVRGH·
THE CITY OF EDINBURGH COUNCIL

Report

Edinburgh Living Annual Report 2019

2.   Executive Summary

2.1   In line with the agreed governance structure set out for the Council's housing delivery Limited Liability Partnerships (LLPs), known as Edinburgh Living, an annual report providing an overview of each financial year is required to be submitted to the Governance, Risk and Best Value Committee. This report should be noted by the Housing, Homelessness and Fair Work Committee and referred on.

2.2   The report sets out the activities carried out by Edinburgh Living over the financial year 2019, the financial position at the end of the year and key areas of work for 2020. Due to the Covid-19 pandemic, the external audit of the financial statements for 2019 has been delayed resulting in late drafting of this report. The annual report for 2020 will be prepared for Committee in 2021.

2.3   Edinburgh Living was established in 2019 and owned 131 homes by the end of the year. This is the first annual report to be produced.

3.   Background

3.1   In February 2018, the City of Edinburgh Council agreed to establish two new LLPs which would own and manage homes for rent to households on low to moderate income; one offering mid-market rent (MMR) homes and the second offering market rent homes. The Business Case for the implementation of the LLPs was agreed by Scottish Government under the Edinburgh and South East Scotland City Deal (City Deal). The LLPs are known under the single banner of Edinburgh Living.

3.2   The Council agreed the Edinburgh Living governance structure and reporting requirements for the LLPs at the same meeting in February 2018. The annual reporting cycle includes the requirement for bi-annual updates to the Housing, Homelessness and Fair Work Committee and an annual update to the Governance, Risk and Best Value Committee.

3.3   The annual report includes an overview of the relevant financial year, a summary of the financial statements and a note of key areas of work for the forthcoming year.

3.4 Edinburgh Living MMR LLP became operational in January 2019, with the purchase of the first home at Clermiston. As a result, this is the first annual report to be presented and covers the financial year January to December 2019.

3.5 As a result of the global Covid-19 pandemic, the timetable for the completion of the financial statements for the year 2019 has been altered in line with the Council's audit timetable and reporting deadlines issued by Companies House. This has resulted in the later that expected drafting of the annual report.

3.6 Edinburgh Living's financial statements have been audited by Azets (formerly Scott-Moncrieff).

3.7 This report is specific to the activities of the LLPs during 2019. However, as of 10 December 2020, the MMR LLP owns 243 homes.

4. Main report

4.1 The following report sets out a summary of the day to day governance of the LLPs, the financial position, an update of the key milestones in 2019 and workstreams taking place in 2020.

Governance

4.2 The Council owns 99.99% of the Edinburgh Living MMR LLP and 99% of the market rent LLP. Scottish Futures Trust (SFT) owns the remaining shares.

4.3 Edinburgh Living is managed on a day to day basis by a Senior Management Team (SMT) made up of five senior Council officers and one staff member from SFT. Oversight is provided by a Corporate Body which comprises four elected members, the Executive Director of Place and a Director from SFT.

4.4 Risk and financial management are integral to the SMT's work plan throughout the year and updates are reported to the Corporate Body through quarterly business updates and annual business plan update.

4.5 Edinburgh Living's governance is aligned to that of the Council and major decisions including the sale of homes to Edinburgh Living and funding for the LLPs are agreed by the Council and its Committees.

4.6 Edinburgh Living has no staff and, in order to provide a consistent level of service, the Council supplies the services which allows Edinburgh Living to operate.

4.7 Where the Council cannot supply a required service, it procures them on behalf of Edinburgh Living. These services are paid for by Edinburgh Living through the collection of rent.

4.8 The Council does not currently have the requisite experience in delivering management and maintenance services to mid-market and market rent homes let under a Private Rented Tenancy (PRT) agreement. As a result, a service provider experienced in this field was required. In 2018, Lowther Homes was procured to provide day to day letting and management services for the homes owned by Edinburgh Living.

4.9 The contract is managed by the Council and includes monthly contract meetings and quarterly management reports to the SMT.

4.10 The Corporate Body meet quarterly to review progress and agree the audited financial statements on an annual basis. A summary of the financial statements is included below.

Strategic Alignment

4.11 The delivery of homes aligns closely with Council commitments. The following objectives were developed for Edinburgh Living and approved as part of the Business Case:

4.11.1 deliver quality new homes for rent in places where people choose to live;

4.11.2 operate commercially and at scale;

4.11.3 provide stable and good value rents and tenancy security;

4.11.4 accelerate house building in the city;

4.11.5 have a positive impact on the local economy, through creating opportunities for local businesses and supporting jobs in construction and housing related services;

4.11.6 deliver a value for money service to customers; and

4.11.7 support development of housing on brownfield sites

4.12 In addition to the above objectives, delivering affordable housing through this initiative makes a contribution to the prevention of homelessness by offering people on low to middle incomes, affordable, high quality, professionally managed homes and security of tenure.

4.13 In 2019/20 officers from Housing and Homelessness services worked together, and with the EdIndex Board, to raise the profile of the mid-market rent as a housing option for working homeless households. There was mixed success to this new initiative during 2019, with a total of six working homeless households finding new homes with Edinburgh Living.

4.14 With a focus on homelessness prevention, the developing relationship with the new Private Residential Sector (PRS) team within the homelessness service has resulted in more households finding homes within mid-market rent tenancies this year. Between October and December 2020, 12 working households have found new homes with Edinburgh Living.

4.15 The Council is continuing to work with Edinburgh Living's letting agent, Lowther Homes, to directly signpost clients to homes being delivered through Edinburgh Living. This approach is also being developed with other MMR housing providers in the city.

4.16   The current Edinburgh Living pipeline focuses on purchasing homes delivered through the Council's mixed tenure housebuilding programme. Purchases are funded through a mixture of Council on-lending and a grant funding package of £16.1m, both of which were agreed by Scottish Government under the City Deal.

4.17   Following the implementation of the new Edinburgh Living LLPs, the first MMR tenants were welcomed into their new homes at Clermiston in January 2019. The development was opened by Kevin Stewart MSP.

4.18   Before the end of 2019, Edinburgh Living had purchased 131 new homes across six developments. Homes were generally let quickly, particularly in the first three quarters of the year and feedback received from tenants was positive throughout the year. Tenants were particularly pleased with the size and standard of their new homes and the service being provided by Lowther Homes.

4.19   Details of the new homes purchased during the year and their location is provided and Appendix 1 and Appendix 2.

4.20   Rents within the year 2019 were charged at no more that 100% of Local Housing Allowance, in line with Scottish Government grant conditions and demand for MMR homes was high throughout the year. Rent increases will be implemented in 2020 at CPI, in line with business case assumptions.

4.21   Over the course of the first year of operation, Council officers met regularly with staff from Lowther Homes to ensure that key performance indicators in the contract were met. During Covid-19 Lowther's approach to communication with tenants; including calls to check on tenants' wellbeing have been aligned to the Council's own approach. Throughout the year, arrears and voids remained low and within Business Plan assumptions.

4.22   The Senior Management Team met on a monthly basis throughout 2019 and the Corporate Body met on a quarterly basis. During 2019 the Corporate Body approved the draft five year Business Plan and instructed the development of a Performance Framework for the LLPs to be included in future updates of the Business Plan.

Financial results 2019

4.23   The financial statements for 2019 have been prepared in accordance with the relevant accounting standards and audited by Azets and are included in full at Appendix 4. Edinburgh Living Corporate Body approved the statements at its meeting on 16 December 2020.

4.24   The main transactions reflected in the accounts are: the loan funding from the Council for the acquisitions of homes; interest on the loans; the bi-annual loan repayments; payment of legal fees pertaining to the acquisitions; payment of management and maintenance fees; administration costs and rental income. As part of the annual accounts process, the properties were revalued as at 31 December 2019 (the balance sheet date) and this showed an increase in value.

4.25 The Profit and Loss Account shows a profit of £8.252m but includes the gain from the increase in the property valuations of £8.235m. Once that adjustment is stripped out, the underlying position is a small profit of £16,777.

4.26 The financial modelling for Edinburgh Living projected that the early years would return relatively small profits. This is largely due to initial void periods before the properties are first let. Approximately four and half months rental income is required to cover the first loan repayment for each acquisition. Therefore, acquisitions made in the last four months of the year do not have long enough to generate sufficient income to cover the loan repayment applicable to the period between acquisition and the end of the financial year, which impacts on the profit. The longer-term picture remains positive and the LLP should return profits once it has a larger portfolio of established income-generating properties.

4.27 The Balance Sheet shows negative net current assets of £113,327. However, the LLP's main creditor is the Council and there is a working capital facility in place to help manage the cashflow. As with the Profit and Loss Account, the Balance Sheet position is projected to improve as the LLP matures.

The year ahead: 2020

4.28 Edinburgh Living has an ambitious programme to deliver 1,500 homes over five years, contribute to the Council's affordable housing delivery targets and make a positive impact on homelessness in the city.

4.29 Key areas of focus for the Edinburgh Living SMT in 2020 will be:

4.29.1 develop strategies to meet the Council's ambition for Edinburgh Living to operate at scale, accelerate housebuilding in the city and support the development of housing on brownfield sites, through increasing the number of homes available for Edinburgh Living to purchase, beyond the current pipeline;

4.29.2 continue to build relationships with the new PRS Homelessness team;

4.29.3 deliver homes at scale across the city with acquisitions anticipated at North Sighthill, Pennywell and Craigmillar;

4.29.4 develop a dedicated website and establish branding and a presence in the market place; and

4.29.5 continue to implement robust risk management, financial monitoring and reporting with a focus on lessons learned and continuous improvement.

4.30 At the time of writing all of the above are progressing.

4.31 In the context of reduced grant, limited land supply and increasing construction costs, Council officers are assessing options for the delivery of homes outside the current acquisition model. This includes alternative funding models and the potential for partnership working with the private sector.

4.32 The impact of Covid-19 has been mitigated through robust financial monitoring, a reliable emergency repairs service provided by Lowther Homes throughout the lockdown period and limited voids.

4.33   In addition, Edinburgh Living was able to support the city-wide effort to provide additional accommodation for homeless households during the pandemic through the leasing of homes that were left void when Lowther Homes ceased letting as part of the nationwide lockdown. In total 12 homes across three developments have been made available to the Temporary Accommodation team. Homeless households will be able to occupy the homes until they find a permanent home.

4.34   While MMR will not be the most suitable long term option for all the households who are currently occupying the homes, it is anticipated that some households will become Edinburgh Living tenants.

4.35   The Corporate Body has not met on a quarterly basis during 2020, meeting on a six monthly basis instead, in June and December. However, the Corporate Body has been updated through interim management updates where meetings have not been possible.

4.36   Settlements resumed at the end of October and Edinburgh Living has purchased an additional 112 homes in 2020.

5.   Next Steps

5.1   Edinburgh Living will continue to report progress in line with existing governance arrangements.

5.2   An annual report for the year 2020 will be prepared for Committee towards the end of 2021, following completion of the external audit process for that year.

6.   Financial impact

6.1   There are no direct financial implications arising directly from this report.

7.   Stakeholder/Community Impact

7.1   The LLPs have a key role to play in delivering the Council's housing strategy and commitment to deliver 20,000 homes. The development of the LLPs will also have a positive impact on the local economy, through creating opportunities for local businesses as well as jobs in construction.

7.2   Edinburgh Living acquires new build homes that are developed through the Council's housebuilding programme to high standards in terms of energy efficiency and sustainability. A strong emphasis placed on providing homes that are cheap to heat and affordable to manage for tenants.

7.3   Community benefits are secured through housing contracts and the management and maintenance contract can enhance the local environment. As part of the Lowther Homes contract, the delivery of community benefits was focused on training schemes, apprenticeships and a bursary programme. Lowther Homes is

Page 91

also committed to delivering benefits across fire safety, tackling fuel poverty and supporting local businesses. Further information on this work will be reported in the 2020 annual report.

8.   Background reading/external references

8.1   City Deal – New Housing Delivery Partnership Implementation, Housing and Economy Committee, Thursday 18 January 2018

8.2   City Deal – New Housing Delivery Partnership Implementation – Referral from the Housing and Economy Committee, City of Edinburgh Council, 01 February 2018

8.3   City Deal New Housing Delivery Partnership Acquisition of Homes 2018/19, Finance and resource Committee, Thursday 12 June 2018

8.4   Edinburgh Living LLPs: Acquisition of Homes 2019/20, Finance and Resources Committee, Tuesday 04 December 2018

8.5   Edinburgh Living LLPs: Acquisition of Homes 2019/20 – referral from the Finance and Resources Committee

9.   Appendices

9.1   Appendix 1: Unit numbers.

9.2   Appendix 2: Map of homes.

9.3   Appendix 3: Development Photos.

9.4   Appendix 4: Financial Statements

Appendix 1 – Unit Numbers 2019

	2019 actual
Total Number of Units owned as at 31 December	131
Number of Units completed during that Financial Year	131
Number of Units in pipeline and under construction as 31 December 2019	320
Number of Units in pipeline and not yet under construction as at 31 December 2019	857

Appendix 2 – Edinburgh Living Locations 2019
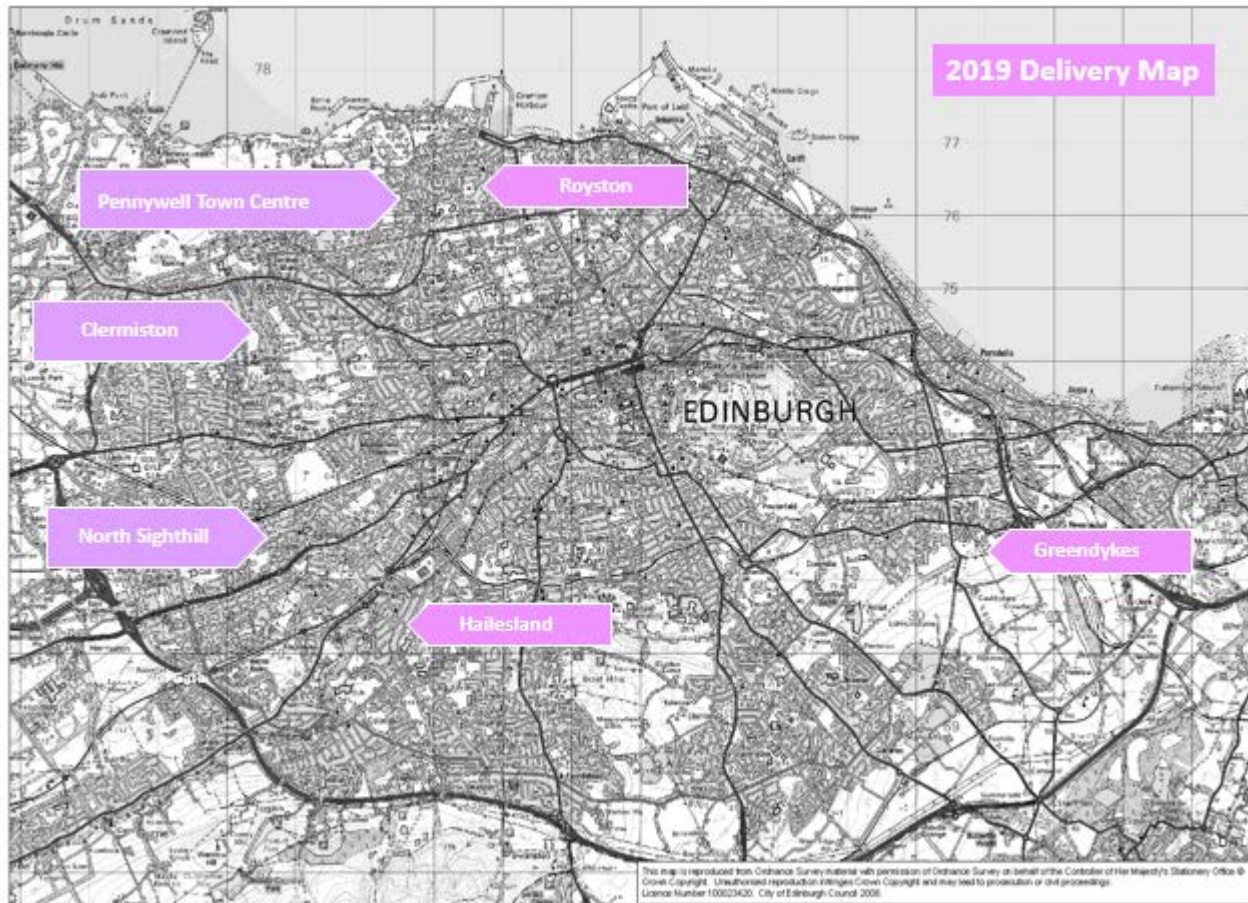
Appendix 3 – Edinburgh Living Photos

Royston

North Sighthill

Edinburgh Living MMR LLP

Members' report and financial statements

Registered number SO306071

For the year ended 31 December 2019

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Contents

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Members' report

The members present their members' report and financial statements for the year ended 31 December 2019.

Principal activities

The principal activity of the LLP during the year was investment in residential property for rental purposes.

Business review

Edinburgh Living is a housing delivery partnership created to address housing need in Edinburgh. The initiative is a partnership between the City of Edinburgh Council (The Council) and Scottish Futures Trust (SFT). The Limited Liability Partnership will deliver homes for mid-market rent to let households in housing need.

Edinburgh Living bought its first homes in January 2019 and over the course of its first year purchased 150 homes.

Edinburgh Living is 99.999% owned by the Council and is financed under a Facility Agreement with the Council to borrow up to £248m along with a contribution of up to £16.1m from a Scottish Government grant.

Results

The results for the year are shown on the profit and loss account on page 6.

Members

The members who held office during the year were as follows:

Scottish Futures Trust Investments Limited
The City of Edinburgh Council

Policy with respect to members' drawings and subscription and repayments of amounts subscribed or otherwise contributed by members

Cash received by Edinburgh Living, excluding property disposal proceeds, will be allocated firstly to pay any operating costs, secondly in payment of any loan advances and associated accrued interest charges, thirdly to fund the Lifecycle Account as necessary to establish and maintain the Maintenance Fund and fourthly to establish and maintain the required Reserve Account balance. Any residual balances after making the above allocations will be held to apply in early repayment of loan advances. Such balances will not be distributed without the unanimous approval of members and where any payment under the Facility Agreement (between Edinburgh Living and the Council) has not been made in accordance with its terms.

Cash received from property disposals will be allocated firstly to reimburse any subsidy paid out under the Scottish Government Grant, secondly in payment of any accrued interest charges on loan advances, thirdly to repay the outstanding balance of the principal of the loan advances, fourthly to pay any operating costs including any disposal costs, to establish and maintain the Reserve Account balance, fifthly to pay for the acquisition of any replacement units, sixthly to fund the Lifecycle Account, seventhly to the Reserve Account as necessary and finally, following disposal of the final property, to repay the initial capital.

Disclosure of information to auditor

The members who held office at the date of approval of this members' report confirm that, so far as they are each aware, there is no relevant audit information of which the LLP's auditor is unaware; and each member has taken all the steps that they ought to have taken as a member to make themselves aware of any relevant audit information and to establish that the LLP's auditor is aware of that information.

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Members' report *(continued)*

Auditor

Following the acquisition of Scott-Moncrieff Chartered Accountants by Azets, Scott-Moncrieff Chartered Accountants resigned as auditor and were replaced by Azets Audit Services Limited, a company owned by Azets.

The above report has been prepared in accordance with the special provisions relating to limited liability partnerships subject to the small limited liability partnerships' regime within Part 15 of the Companies Act 2006, as applied by The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008

Signed on behalf of the members

Paul Lawrence *on behalf of The City of Edinburgh Council*   Waverley Court
Designated member   4 East Market Street
                                                                                                          Edinburgh
                                                                                                          EH8 8BG
                                                                                              16 December 2020

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Statement of members' responsibilities in respect of the Members' report and the financial statements

The members are responsible for preparing the Members' report and the financial statements in accordance with applicable law and regulations.

The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008 require the members to prepare financial statements for each financial year. Under that law the members have elected to prepare the financial statements in accordance with applicable law and Section 1A of FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice applicable to Smaller Entities).

Under Regulation 8 of the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008 the members must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the LLP and of its profit or loss for that period. In preparing these financial statements, the members are required to:

- select suitable accounting policies and then apply them consistently;

- make judgements and estimates that are reasonable and prudent;

- assess the LLP's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and

- use the going concern basis of accounting unless they either intend to liquidate the LLP or to cease operations, or have no realistic alternative but to do so.

Under Regulation 6 of the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008, the members are responsible for keeping adequate accounting records that are sufficient to show and explain the LLP's transactions and disclose with reasonable accuracy at any time the financial position of the LLP and enable them to ensure that its financial statements comply with those regulations. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the LLP and to prevent and detect fraud and other irregularities.

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Independent auditor's report to the members of Edinburgh Living MMR LLP

Opinion

We have audited the financial statements of Edinburgh Living MMR LLP ("the LLP") for the year ended 31 December 2019 which comprise the Profit and loss account, Balance sheet, Statement of changes in equity and related notes, including a summary of significant accounting policies to the financial statements.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view, of the state of affairs of the LLP as at 31 December 2019 and of its profit for the year then ended;

- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006 as applied to limited liability partnerships by the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the LLP in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the members' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the members have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the LLP's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The members are responsible for the other information. The other information comprises the information included in the Members' report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

4

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Independent auditor's report *(continued)*

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 as applied to limited liability partnerships requires us to report to you if, in our opinion:

* adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us or the financial statement are not in agreement with the accounting records and returns; or
* we have not received all the information and explanations we require for our audit.

Responsibilities of the members

As explained more fully in the Members' responsibilities statement in page 3, the members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members are responsible for assessing the LLP's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the members either intend to liquidate the LLP or to cease operation, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statement as a whole are free from material misstatement, whether due to fraud or error, and to issue and Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. The description forms part of our Auditor's Report.

Use of our report

This report is made solely to the LLP's members in accordance with Chapter 3 of Part 16 of the Companies Act 2006, as applied to limited liability partnerships. Our audit work has been undertaken so that we might state to the LLP's members, as a body, those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the LLP and the LLP's members for our audit work , for this report, or for the opinions we have formed.

Nick Bennett (Senior Statutory Auditor)
For and on behalf of
Azets Audit Services, Statutory Auditor
Chartered Accountants
Exchange Place 3
Semple Street
Edinburgh
EH3 8BL

Date:

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Profit and loss account
for the year ended 31 December 2019

	Note	2019 £	2018 £
Turnover		224,830	-
Cost of sales		(76,423)	-
Gross profit		148,407	-
Government grant release	8	23,065	-
Administrative expenses		(12,996)	-
Net gain from fair value adjustment on investment properties		8,235,245	-
Operating profit		8,393,722	-
Interest payable and similar charges	4	(141,699)	-
Profit before tax		8,252,022	-
Profit for the financial year available for discretionary division among members	3	8,252,022	-

The LLP's turnover and expenses all relate to continuing operations.

There are no items of other comprehensive income for the current or previous year and therefore no separate statement of other comprehensive income has been presented.

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Balance sheet

at 31 December 2019

	Note	2019 £	2018 £
Fixed assets			
Investment properties	4	27,747,852	-
Current assets			
Debtors	6	51,807	2
Cash at bank and in hand		335,908	-
Current assets		387,715	2
Creditors: amounts falling due within one year	7		
Trade and other payables		(428,991)	-
Deferred income	8	(72,050)	-
Net current assets		(113,326)	2
Creditors: amounts falling due in more than one year	7 & 8	(2,786,885)	-
Net assets attributable to members		24,847,641	2
Represented by:			
Loans and other debts due to members			
Other amounts	10	**16,595,617**	-
Members' equity			
Members' capital	11	**2**	2
Revaluation reserve		**8,235,245**	-
Profit and loss reserve		**16,777**	-
		24,847,641	2

These financial statements have been prepared in accordance with the special provisions relating to Limited Liability Partnerships subject to the small Limited Liability Partnerships' regime within Part 15 of the Companies Act 2006, as applied by the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008, and in accordance with Section 1A "Small Entities" of FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice applicable to Small Entities), and the Statement of Recommended Practice Accounting by Limited Liability Partnerships.

The notes on pages 9 to 13 form part of these financial statements.

These financial statements were approved by the members and authorised for issue on 16 December 2020 and are signed on their behalf by:

Paul Lawrence *on behalf of The City of Edinburgh Council*
Designated member

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Statement of changes in Members' interests

for the year ended 31 December 2019

	Members' Capital (classified as equity)	Profit & Loss Reserve	Revaluation Reserve £	Loans & Other Debts Due to Members £	Total Members' interests £
Balance at 1 January 2018	2	-	-	-	2
Profit for the financial year	-	-	-	-	-
Balance at 31 December 2018	2	-	-	-	2
New loans from Members during year	-	-	-	16,595,617	16,595,617
(Loss/)Profit for the financial year	-	16,777	-	-	16,777
Revaluations	-	-	8,235,245	-	8,235,245
Balance at 31 December 2019	**2**	**16,777**	**8,235,245**	**16,595,617**	**24,847,641**

The notes on pages 9 to 13 form part of these financial statements.

The revaluation element of Members' other interests is non-distributable.

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Notes

(forming part of the financial statements)

1.   General information

Edinburgh Living MMR LLP (the "Partnership") is a Limited Liability Partnership, incorporated and domiciled in the Scotland. The address of the registered office is Waverley Court, East Market Street, Edinburgh, EH8 8BG.

2.   Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material to the LLP's financial statements.

Basis of preparation

These financial statements were prepared in accordance with Section 1A small entities of Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102") as issued in August 2014 and the LLP Statement of Recommended Practice (SORP) as issued in December 2018. The presentation currency of these financial statements is sterling.

Going concern

In relation to the LLP's working capital requirements, the members have prepared cash flow forecasts which indicate that the LLP will continue to have sufficient resources available to it to enable it to continue in operational existence by meeting its day to day liabilities as they fall due for payment for a period of at least twelve months from the date of approval of these financial statements. The LLP finances its day to day working capital requirements through funds advanced to the LLP by its members, as detailed in note 8.

Covid-19 may impact upon future rental income and acquisitions of properties. The Board has considered the potential impact and has reviewed some scenario modelling showing the financial implications. The Board concluded that there were sufficient resources available to the LLP to withstand a reasonable level of negative impact on the rental income. The LLP has a working capital facility arrangement in place with the Council to help manage its day-to-day cashflow in the early years as it builds up reserves.

Based upon the reasons outlined above, and after making appropriate enquiries, the members have a reasonable expectation that the LLP has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the members continue to adopt the going concern basis in preparing the annual financial statements.

Cash flow statement

Under Section 1A Small entities of FRS 102, the company is not required to prepare a cash flow statement.

Turnover

The turnover shown in the profit and loss account represents rental income, exclusive of value added tax, and is recognised as it accrues.

Investment properties

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both.   Investment properties are recognised initially at cost.

Subsequent to initial recognition:

i.   Investment properties whose fair value can be measured reliably without undue cost or effort are held at fair value.   Any gains or losses arising from changes in the fair value are recognised in profit or loss in the period that they arise; and

ii.   No depreciation is provided in respect of investment properties applying the fair value model.

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Notes *(continued)*

2. **Accounting policies** *(continued)*

Investment properties (continued)

If a reliable measure is not available with undue cost or effort for an item of investment property, this item is thereafter accounted for as tangible fixed assets until a reliable measure of fair value becomes available.

Interest

Interest payable and similar charges comprises interest payable on loans from members. Interest payable is recognised in the profit and loss account as it accrues.

Taxation

As members are personally liable for taxation on their share of the profits of the LLP there is no corporation or deferred tax charges.

The LLP is not making taxable supplies therefore is not required to register for VAT.

Government grants

The accrual model is applied to government grants relating to assets. Grants are recognised when receivable and measured at fair value.

Grants receivable in respect of contributions to fixed assets are initially credited to deferred income and released to the profit and loss account over the useful life of the asset which is deemed to be 40 years.

Key sources of estimation uncertainty

Valuation of Investment Property

The company believes that the most significant judgement applied is the valuation of investment properties. As described above investment properties are held at fair value. The investment property portfolio has been valued by the members and any valuation movement will be reflected in the profit and loss account. This results in inherent volatility in the expected results.

Critical accounting judgements in applying the company's accounting policies

The company believes that the major judgement applied is the use of the going concern principle which supports the valuation of the assets included in the Balance sheet.

3. **Profit for the financial year available for discretionary division among members**

	2019 £	2018 £
This is stated after charging:		
Auditor's remuneration:		
Audit of these financial statements	7,000	-

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Notes *(continued)*

4. Interest payable and similar charges

	2019 £	2018 £
On members' loans	141,699	-

5. Investment properties

	£	
Balance at 1 January 2019	**-**	-
Acquisition cost	**19,512,607**	-
Change in fair value	**8,235,245**	-
Balance at 31 December 2019	**27,747,852**	**-**

The last valuation was carried out by a registered valuer and qualified Chartered Surveyor from the City of Edinburgh Council, in December 2019 and is based on market value.

The valuation report has been used to inform the measurement of assets in these financial statements. Although, due to COVID-19 impacts, the valuer has declared that the valuation be reviewed when the housing market resumes to normality and more information comes to light given the anticipated change in values. Despite this, the valuer has continued to exercise professional judgement in preparing the valuation and, therefore, this is the best information available to Edinburgh Living MMR LLP as at 31 December 2019 and thus can be relied upon.

6. Debtors

	2019 £	2018 £
Other debtors	49,713	-
Unpaid members' capital	2	2
Prepayments	2,092	-
	51,807	2

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Notes *(continued)*

7. Creditors

	2019 £	2018 £
Amounts falling due within one year:		
Amounts due to The City of Edinburgh Council	89,138	-
Retentions	250,629	
Accruals	84,916	-
Other creditors	4,308	-
Deferred income	72,050	-
	501,041	-
Amounts falling due in more than one year:		
Deferred income	2,786,885	-
	2,786,885	-

8. Deferred income

	2019 £	2018 £
Grant received during the year	2,882,000	-
Grant released to profit and loss account	(23,065)	-
Balance carried forward	2,858,935	-

9. Related party transactions

Throughout the year the partnership was controlled by the members.

During the year the LLP entered into transactions with related parties as follows:

		Transactions £	Creditor at year end £
Related party			
The City of Edinburgh Council	Management fees	42,654	42,654
The City of Edinburgh Council	Interest	141,699	89,138
		184,353	131,792

Edinburgh Living MMR LLP
Members' report and financial statements
For the year ended 31 December 2019
Registered number SO306071

Notes *(continued)*

10. Loans and other debts due to members

On liquidation of the LLP, loan advances and related accrued interest will be repaid second after any required repayment of Scottish Government Grant.

	2019 £	2018 £
Due to The City of Edinburgh Council	16,595,617	-
	16,595,617	-

11. Members' capital

	2019 £	2018 £
The City of Edinburgh Council	1	1
Scottish Futures Trust Investments Limited	1	1
	2	2

12. Ultimate controlling party

The City of Edinburgh Council, Waverley Court, 4 East Market St Edinburgh, EH8 8BG is the ultimate controlling party.

13. Subsequent events

Covid-19 may impact upon rental income. The Senior Management Team (SMT) has considered the potential impact and has reviewed some scenario modelling showing the financial implications. The SMT concluded that there were measures in place to enable to LLP to mitigate a reasonable level of negative impact on the rental income, therefore it is not considered to change the assessment of the LLP as a going concern.

The LLP has acquired a further 112 properties during 2020.

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Empty Homes Update

Executive/routine	Routine
Wards	All
Council Commitments	

1. Recommendations

1.1 The Housing, Homelessness and Fair Work Committee is asked to note the annual update on private sector empty homes, which focuses on the work being undertaken by the Council's Empty Homes Officer (EHO).

Paul Lawrence

Executive Director of Place

Contact: Andrew Mitchell, Regulatory Services Manager

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

Report

Empty Homes Update

2. Executive Summary

2.1 This report outlines the approach to bringing private sector empty homes back into use, focusing on the work of the Empty Homes Officer (EHO) who was recruited in October 2019.

2.2 The EHO has focused on reviewing and managing the empty homes case work and improving monitoring and reporting procedures. The EHO has also been providing advice and information to owners and developing relationships with colleagues in other service areas. This has been particularly successful in relation to joint work with Debt Recovery and Council Tax/Transactions teams.

3. Background

3.1 At its meeting of 21 February 2019, Council gave approval to part fund a pilot EHO post, for up two years, on the assumption that match funding was provided by the Scottish Empty Homes Partnership (SEHP). This funding has been secured.

3.2 A dedicated EHO was recruited in late October 2019. The officer is based in Regulatory Services within the Place Directorate. Key outcomes have been agreed with the SEHP to monitor the success of the post and review meetings are held to monitor progress.

3.3 A Business Bulletin update on private sector empty homes was provided to Housing, Homelessness and Fair Work Committee on 20 January 2020, with a commitment to provide a further update on outcomes relating to the work of the EHO.

4. Main report

4.1 The EHO is in regular contact with the SEHP team to update them on empty homes work in Edinburgh and is a member of the Empty Homes Network, facilitated by the SEHP. Being part of this network has enabled the EHO to enhance their knowledge of the role, adopt best practice used elsewhere in managing empty homes cases and keep the SEHP and other network members informed about the work on-going in Edinburgh.

Debt Recovery

4.2   Significant progress has been made by the EHO working closely with the Council's Debt Recovery team. By doing so, details of owners of long-term empty homes who have failed to pay their Council Tax has been shared:

4.2.1   In one case this has resulted in a £16,000 payment being received from the owner of a property which has been empty for a number of years. The owner of the property is now looking at their options for bringing it back into use and the EHO will continue to manage the case; and

4.2.2   In two other long-term empty homes cases, the Debt Recovery team are pursuing debts of £40,000 and £28,000 based on information provided by the EHO. In both these cases the owners of the properties are refusing to co-operate with the EHO (who is trying to advise them on bringing the homes back into use). In difficult cases such as these, pursuing owners through debt recovery mechanisms may be the best route to unlocking the empty home and, if successful, could be more cost effective and quicker than pursuing a Compulsory Purchase Order (CPO).

4.3   The EHO is also working closely with Council Tax/Transactions teams and has provided them with data on a number of long-term empty properties where the 100% Council Tax premium had not been applied. As a result of this the Council Tax/Transactions teams have been able to reclaim debts of £42,000 from the owners of four empty homes. In all four cases the EHO has provided advice and guidance to the owners on how to bring these homes back into use.

Empty Homes Cases

4.4   On taking up the post the EHO reviewed the 75 existing empty homes cases which were being managed by the Private Rented Enforcement Officers. Of these 75 cases,13 have been brought back into use. The others, which include some complex long-term cases, continue to be monitored.

4.5   The EHO also deals with enquiries and concerns received from members of the public about empty homes. In these cases, the EHO will try to establish who owns the property and contact the owner to offer advice and encourage them to bring their property back into use.

4.6   Since October 2019 the EHO has received 140 enquiries concerning properties which are empty. Since then 17 properties have been brought back into use. It should be noted that not all the homes reported become active cases as further investigation can uncover that they are not empty or are a Council home waiting to be re-let for example.

4.7   Assistance is often required from other Council service areas or partner agencies to help identify the owner of an empty home and the EHO can also assist other service areas in doing the same. The EHO has built up relationships with the Assessors, Edinburgh Shared Repairs Service, Pest Control, Environmental Health and other internal teams to support the empty homes work and increase awareness

of the service provided, encouraging colleagues to report empty homes they encounter in their work.

4.8   The EHO has developed an improved information recording and monitoring system for empty homes enquiries and cases which will help reporting going forward as the information being collated is now aligned with the SEHP annual reporting data requests.

4.9   The ability of the EHO to actively investigate cases in person has been curtailed due to Covid-19 restrictions. However, they have been able to carry out initial enquiries into the empty homes being reported during this time.

4.10   Council Tax data shows that the number of properties in Edinburgh which have been empty for over a year and are subject to the 100% Council Tax premium at 31 October 2019 was 1,377. In October 2020 this had increased to 1,593.

4.11   However, at 31 March 2020 the figure was 1,450 indicating that the majority of the increase within the last year has occurred since the outbreak of the Covid-19 pandemic. This is likely to be due to the lack of activity in the housing market over this time. Court closures will also have delayed progress in dealing with properties where the owner is deceased for example.

Support for Property Owners

4.12   Since the end of lockdown and the re-opening of the housing market, the EHO has received several requests for VAT reduction entitlement letters and for information on the merchant discounts available through the SEHP discount scheme. These schemes can support owners to bring homes back into use where repair and refurbishment work is being undertaken, by reducing the cost of the work. The EHO is continuing to monitor these properties to establish when they have been brought back in to use.

4.13   One example of this type of support relates to a long-term empty homes case which was repossessed by a bank and sold on the open market. The EHO has helped the new owner to claim a VAT reduction and merchant discounts to help reduce the costs of the refurbishment work. The EHO also acted as an intermediary between the owner and a utility company as the owner had been finding it very difficult to get services connected. Work is now well underway on the property.

Website

4.14   The empty homes information on the Council website is being updated. The website already has a link to an online form for reporting an empty property but a dedicated email address has also been created to enable the EHO to be contacted directly.

5. Next Steps

5.1 The EHO will continue to focus on case work, providing advice and information to owners of empty homes and joint work with other Council teams which can help to recover debt and bring in Council Tax income.

5.2 In 2021, the EHO is intending to develop a system to proactively contact owners as their property becomes subject to the 100% Council Tax premium (applied to homes empty for over a year). Owners will be encouraged to bring their property back into use to prevent the property falling into disrepair and to contact the EHO for further advice.

5.3 The EHO has also had initial discussions with colleagues in the Council's Homelessness Service to explore ways in which the empty homes work could help support priorities in relation to homelessness. As part of the general advice/information provided to empty home owners, the Private Sector Leasing (PSL) scheme is included as an option to help bring a home back into use. The EHO will work with the homelessness team to look at how this option is promoted and to explore other ways in which they can work together.

5.4 The CPO work referred to in previous report has been on hold over the last few months as case work has been prioritised and court work has been impacted by Covid-19. The potential CPO option for long-term problematic cases will be revisited at an appropriate time, but the EHO will continue to pursue alternative routes to unlock long term empty homes, such as through debt recovery mechanisms. Progressing CPOs would also require approval from Finance and Resources Committee due to the upfront costs attached to the process.

6. Financial impact

6.1 The post was approved as a pilot for up to two years, jointly funded by the Council and the SEHP.

6.2 A business case to mainstream the post would require to be approved by Finance and Resources Committee as part of 2022/23 budget.

6.3 As noted in 4.2 and 4.3 of the main report, the EHO is working closely with colleagues in the Transactions and Debt Recovery teams to share information and align records. This has generated, and will continue to generate, income through application of the Council Tax Premium for example.

6.4 The SEHP Empty Homes Value Tool sets out the wider impact and value for money of bringing empty homes back into use. The Value Tool takes into account the benefits to a community from having a property occupied, the savings achieved in comparison to meeting housing demand through new build, as well as the cost savings to the owner and the costs of dealing with wider social impacts of empty properties.

6.5   Leaving a home empty costs money and loses money for the owner, and the Council. This is money that could be being spent in the local economy, generating further additional expenditure as a result. It estimates the cost of leaving a two to three bed property empty is between £8,638 and £10,438 (rent loss, maintenance, insurance and Council Tax). Bringing an empty home back into use can also help prevent reactive spend associated with addressing anti-social behaviour and have a positive impact on the value of neighbouring homes. Also, the sooner an empty property is brought back into use the sooner council tax revenue is collected from new owners and the new owners are making an earlier contribution to the local economy.

7.   Stakeholder/Community Impact

7.1   Bringing long-term empty homes back into use has a positive impact on communities by improving neighbourhood amenity and reducing the risk of vandalism or anti-social behaviour.

7.2   The EHO continues to work closely with colleagues in debt recovery (on empty homes and bringing in additional income through proactively identifying long-term empty homes where the 100% Council Tax premium can be applied), and with Edinburgh Shared Repairs Service (helping to find owners and engage them shared repairs cases).

7.3   A number of empty home owners have provided positive feedback on advice received from the EHO on complex Council Tax and VAT reduction queries relating to empty homes they have purchased to refurbish and bring back into use.

8.   Background reading/external references

8.1   None.

9.   Appendices

9.1   None.

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

COVID-19 Business Support

Executive/routine	Routine
Wards	All
Council Commitments	2

1. Recommendations

1.1 It is recommended that Committee:

1.1.1 note the work that has been done to date on distributing COVID-19 grant support to businesses in Edinburgh; and

1.1.2 agree to discharge paragraph 3.1.8 (as set out below) of the motion by Councillor Cameron, as approved at the City of Edinburgh Council of 19 November 2020.

Paul Lawrence

Executive Director of Place

Contact: Elin Williamson, Business Growth and Inclusion Senior Manager

E-mail: elin.williamson@edinburgh.gov.uk | Tel: 0131 469 2801

Contact: Neil Jamieson, Senior Manager - Customer

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

Report

COVID-19 Business Support

2. Executive Summary

2.1 The Council has been supporting the distribution of funding for several Scottish Government schemes to address financial hardship in businesses during the ongoing COVID-19 pandemic.

2.2 This report shows that, to date, grant awards have been made to over 11,300 Edinburgh businesses, with funding in excess of £123,000,000.

3. Background

3.1 On 19 November 2020, the City of Edinburgh Council approved the following motion:

3.1.1 Council notes that Small Business Saturday 2020 takes place on 5 December 2020 and that the day-to-day environment within which businesses operate has changed vastly due to Government restrictions and efforts to minimise and mitigate the risks and impact of COVID-19 on Public Health;

3.1.2 Council notes the impact of COVID-19 on key industry sectors of our economy, including hospitality, entertainment, the arts and creative sectors, our festivals, leisure, culture and attractions;

3.1.3 Council notes that from 1 January 2021, businesses will be required to comply with new rules following the UK leaving the EU Single Market and Customs Union. Council recognises that we must work to support businesses when they come into effect on 1 January 2021;

3.1.4 Council further notes challenges which Edinburgh businesses are continuing to face; and welcomes the investment and changes to operational arrangements made by Edinburgh business owners to comply with COVID-19 restrictions and to keep patrons, customers and employees safe;

3.1.5 Council recognises the work undertaken to support businesses through business support, through work within the regulatory department to make it easier for businesses to adapt as we move through different restriction levels

and the work done to distribute grants which has been of vital importance to businesses throughout the pandemic;

3.1.6 Council also notes that work has also begun on the new Economy Strategy which will build on previous strategies with a focus on good growth, wellbeing, sustainability and tackling poverty and inequality, but which will also need to adapt significantly to reflect the twin challenges of Brexit and the Coronavirus;

3.1.7 Council therefore calls for a report in one cycle to the Housing, Homelessness and Fair Work committee to set out the work that is being done on the Edinburgh Guarantee, in partnership with businesses across the city; and

3.1.8 Council calls for a further report, in one cycle, to the Housing Homelessness and Fair Work committee that gives a detailed update, on business support that has been paid to Edinburgh businesses including insights and feedback received on the efficiency of the process.

4. Main report

4.1 The Council has been supporting several Scottish Government business schemes to address financial hardship during the ongoing COVID-19 pandemic. To date, these schemes include:

4.1.1 Business Grant Scheme (06/04/20 – 31/07/20) - £117,960,000 to 9,600 businesses;

4.1.2 Coronavirus Restrictions Fund (09/10/20 – 17/11/20) - £3,177,600 to 1,300 businesses;

4.1.3 Newly Self Employed (NSEFH) and B&B Hardship fund (30/04/20 – 30/07/20) - £1,016,000;

4.1.4 Covid-19 Contingency Fund (Nightclubs and Softplay) (04/11/20) – £575,000 to 17 businesses as at 26/11/20;

4.1.5 Covid-19 Furlough Support Fund (10/11/20 – 30/11/20) - £676,500 to 410 businesses as at 26/11/20; and

4.1.6 Coronavirus Strategic Framework Support Fund (2/11/20 – ongoing) - 1st quarterly payment on 27/11/20.

4.2 In addition, on 17 November 2020, the Scottish Government announced further support for businesses, including:

4.2.1 A £30,000,000 discretionary fund to enable Local Authorities (in all Tiers) to provide additional support for businesses where they consider that necessary or justified; and

4.2.2 An additional £15,000,000 for newly self-employed people (in all Tiers) who have not been able to access other forms of support.

4.3 This activity has been a huge logistical and administrative exercise and, at key points, over 100 Full Time Equivalent (FTE) staff have been involved.

4.4 Essential tasks have included: interpretation of evolving Scottish Government guidance; creation of online application and payment processes; coordinating overlapping schemes; remotely training a large team; promoting grants through appropriate channels; assessing thousands of applications; dealing with complex queries relating to Scottish Government guidance; and ultimately distributing millions of pounds of critical payments to businesses across the city.

4.5 This has been achieved in addition to continuing 'Business as Usual' essential activities, including benefits, welfare, council tax and business rates administration, Business Gateway and employability activities. These services have been maintained throughout the pandemic, whilst also moving to a complex large-scale homeworking model.

4.6 There have been some instances where payments have been delayed to businesses at critical times where clarity has been required on the scheme guidance.

4.7 A review of the administration of the early schemes has concluded with a positive audit outcome. The minor recommendations have been built the administration of later schemes.

4.8 Officers are now effectively engaged with Convention of Scottish Local Authorities (COSLA), Scottish Local Authorities Economic Development Group (SLAED) and the Scottish Government on the evolving nature of the new schemes. This has helped to ensure that the Council is more involved in the early framing of new schemes and the related administrative tasks.

5. Next Steps

5.1 The Coronavirus Strategic Framework Support Fund is in place now for the foreseeable future.

5.2 The Contingency Fund and the Furlough Support Fund are drawing to a close and should be complete by the middle of December.

5.3 At the time of writing, additional funds such as the Discretionary Fund and additional support for newly self-employed are being still being scoped. Once guidance for these funds has been received, officers will develop criteria to support specific Edinburgh businesses.

4

6. Financial impact

6.1 From the funds set out in paragraph 4.1, as at 26 November 2020, the Council has made grant awards to over 11,300 businesses, with grants in excess of £123,000,000. The administrative costs to support the work to date is approximately £900,000.

7. Stakeholder/Community Impact

7.1 Council officers consulted with business contacts via Business Gateway as well as with Federation of Small Businesses (FSB) and Edinburgh Chamber of Commerce (ECC) to establish feedback from the business community.

7.2 Overall, feedback was positive, and it was acknowledged that officers had been working hard to provide support when businesses most needed it. A key theme was around businesses who have fallen through the eligibility cracks of the support provision.

7.3 ECC reported back that, while they had not directly asked their members about the support available, they had heard very few issues from their membership base around the efficiency of the support processing which led them to believe that businesses were generally happy with the applications process;

7.4 FSB said "*In general, we had a lot of businesses report delays in accessing grant support in the very early days of the Business Support Fund but this was largely addressed when additional staff were brought in to deal with the backlog. After that point, I'd say that the council was very good at dealing with applications and was very responsive to well-argued appeals. Personally, I found dealing with the City of Edinburgh Council on grant applications a far more responsive process than with some other local authorities.*"

8. Background reading/external references

8.1 Strategic Framework Business Fund

8.2 Coronavirus Restrictions Fund

8.3 Covid-19 Business Contingency Fund

8.4 National Support Page

8.5 City of Edinburgh Council Support Landing Page

9. Appendices

9.1 None.

5

This page is intentionally left blank

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Edinburgh Project SEARCH

Executive/routine	Routine
Wards	All
Council Commitments	7 and 31

1. Recommendations

1.1 Committee is asked to

    1.1.1 approve the recommendation to bring in house Edinburgh Project SEARCH Job Coach support;

    1.1.2 note the further complications in the delivery of the programme in 2020/21; and

    1.1.3 support the ambition to offer additional capacity in future programmes.

Paul Lawrence

Executive Director of Place

Contact: Elin Williamson, Business Growth and Inclusion Senior Manager

E-mail: elin.williamson@edinburgh.gov.uk | Tel: 0131 469 2801

Report

Edinburgh Project SEARCH

2. Executive Summary

2.1 Job Coaching provision for the Edinburgh Project SEARCH (EPS) programme is currently provided by Into Work through a grant with Service Level Agreement (SLA) which has been in place since 2014 and has been extended three times.

2.2 Into Work were initially awarded the grant in 2014 as they were part of the Autism Strategy group, which had identified the need of employability provision for this client group. No grant procurement exercise was undertaken at that point or since.

2.3 The current grant agreement will end in July 2021 and continued delivery of the Job Coaching service for the EPS programme beyond this point requires a new agreement.

2.4 Officers have considered three different methods of securing this support and recommend bringing this service into the Council.

3. Background

3.1 DFN Project SEARCH is an international transition to work programmes which supports young people with learning disabilities and autism, providing key work experience before moving into mainstream employment. The City of Edinburgh Council began delivery of EPS under licence from DFN in 2014.

3.2 EPS has been funded from a combination of sources since inception. From 2018 until present, is has been jointly funded by the Council and Lothians Health Foundation, with both organisations expecting to reclaim up to 40% of Job Coach staff costs from the European Social Fund (ESF).

3.3 Both the Council and NHS Lothian oversee the delivery of the programme and source placements within their organisations, with a joint steering group supervising the management of the programme, in line with the DFN Project SEARCH model.

3.4 The programme runs for a full academic year, from August to June. Normally, 26 spaces are provided, with 13 young people based as interns within the City of Edinburgh Council and NHS Lothian's Western General hospital respectively. Job

2

Coaching support (usually two Full Time Equivalent (FTE) posts at each site) is provided by Into Work and Edinburgh College provide a full-time Tutor at each site.

3.5 The goal of the programme is to prepare the young people participating for mainstream employment, either within NHS Lothian or the Council, or with external employers.

3.6 Between 2014 and July 2020, 140 young people started on the programme, with 120 young people successfully completing (Appendix 1).

3.7 On 5 November 2020 Housing, Homelessness and Fair Work Committee received an update on Edinburgh Project SEARCH – Delivery and Future Development.

3.8 Changes to the programme this year have meant that a reduced programme has been running with only 12 of the usual 26 places on offer across the two host organisations. It is hoped to return the programme to full strength next year.

4. Main report

Provision of Job Coaches

4.1 The current funding agreement for Job Coach support with Into Work is due to end on 31 July 2021. Options for job coach provision for the next academic year and beyond are currently being reviewed and three options have been explored as below:

4.1.1 Incorporating the requirement for job coaching support into the new procurement specification for contracts of supported employment provision from 2021 onwards:

4.1.1.1 depending on the outcome of the procurement process there is a potential of a new provider taking over which may mean losing existing knowledge and experience and could have a detrimental impact on programme delivery. However; there would be a Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) implication for current staff to the successful provider so a degree of consistency would remain;

4.1.1.2 the staff would be managed externally which has an impact on day to day delivery, communication and oversight; and

4.1.1.3 this option would potentially remove or reduce the management fee as delivery would be part of other services provided.

4.1.2 Conducting open grants procurement specifically for the purpose of EPS:

4.1.2.1 depending on the outcome of the grants procurement process there is a potential of a new provider taking over which may mean losing existing knowledge and experience and could have a detrimental impact on programme delivery. However; there would be a TUPE

implication for current staff to the successful provider so a degree of consistency would remain;

4.1.2.2 the staff would be managed externally which has an impact on day to day delivery, communication and oversight; and

4.1.2.3 this option would carry a management fee in addition to the Job Coach salary.

4.1.3 Bringing the provision of job coaching support in house and employing the Job Coaching staff directly with the Council and NHS Lothian:

4.1.3.1 two job coaches are currently under contract with Into Work, funded by the existing grant agreement, and TUPE would apply to them. If the programme were to return to full capacity, two further job coaches would need to be recruited by the Council or NHS Lothian on fixed term contracts, with staff being managed within current structures;

4.1.3.2 this would remove the cost of a management fee and retain the existing knowledge and experience and have least impact on programme delivery; and

4.1.3.3 this option would also allow for greater integration with current Council employability services and better overall management of the programme. It would also provide greater job security for the Coaches.

Programme delivery 2020/21

4.2 The programme has operated at a reduced capacity this year due to the impact of the Covid-19 pandemic. The interns have followed a college-based timetable since September, working on the SQA Employability Award and DFN Project SEARCH curriculum through a mix of face to face and online learning. Internship placements were scheduled to start at the Council and NHS locations in January 2021.

4.3 On 18 November 2020, the Edinburgh College (delivery partner for the college-based elements of the programme) informed partners that face to face teaching would cease as of 4 December 2020. Learning would continue until the end of term but would be fully delivered online. On 19 November 2020, they informed the Council and NHS Lothian that there had been a national decision to cease all non-clinical placements due to an issue with indemnity due to Covid-19.

4.4 The EPS steering group investigated and discussed various options, such as delaying placements for three months or each host organisation taking out their own separate insurance but ultimately, these would all be too uncertain, incompatible with the Project SEARCH model or difficult to deliver for the College and/or host organisations.

4.5 Advice from the Council's Corporate Health and Safety team was that placement activities should be suspended "until circumstances change and the prevalence (of COVID-19) is at a level that confers greater protection to this vulnerable group".

4.6   As a result, programme delivery will end on 18 December 2020 for this cohort. Participants and carers have been informed and are very supportive of this course of action. Some expressed their gratefulness that the programme had been able to operate at all during the circumstances and were not surprised by the decision to suspend the programme.

4.7   Edinburgh College are investigating the possibility of delivering alternative online courses for the 12 young people currently on the programme, with the opportunity for them to begin the programme again when it is safe to do so. In addition, the possibility of including a higher level of qualification to this cohort, should they begin the programme again, is being explored.

Future programme delivery

4.8   Although the programme has operated at a reduced capacity this year, the intention is that delivery of the programme in 2021 onwards will return to a minimum of 26 interns supported by four job coaches and two tutors across the two host organisations.

4.9   On 5 November 2020 Committee asked that officers investigate if additional capacity can be added to the programme next year in line with the Diversity and Inclusion strategy. This will be dependent on a number of factors, including funding, placement availability and Covid-19 restrictions but officers will continue to work with Council departments and other partners to investigate this possibility.

4.10   In addition, it is intended to work with external organisations to promote the programme and encourage large private sector organisations to investigate whether they can fund, deliver or further support the expansion of the programme in Edinburgh through the work of the Edinburgh Guarantee for All.

5.   Next Steps

5.1   If Committee agrees to bring the provision of Job Coaches in house, officers will engage with Into Work and NHS Lothian on how to support this transition, including TUPE process.

5.2   Work will continue to build a bank of suitable placements and will work with partners to ensure there are progression routes into employment for graduates of the programme both within the organisation and externally.

5.3   Engagement will continue with external organisations to explore the possibility of increasing the number of places available on the programme, including engaging with external organisations

6. Financial impact

6.1 Programme costs total approximately £182,000.00 per year across both sites. This provides places for 26 interns and includes funding for four job coaches and operational costs.

6.2 The programme is delivered over an academic year and therefore costs are spread across two Council financial years.

6.3 The Council and NHS Lothian are jointly funding the programme, contributing approximately £92,000 each.

6.4 Currently, these costs are covered by the Council with a contributory grant from NHS Lothian Health Foundation, with a potential cost recovery from ESF. Access to ESF funding is due to end in 2023 and a replacement fund has not yet been approved.

6.5 Officers are exploring the possibility of recovering some of the job coaching support through Access to Work funding which has recently been made available for supported internships in Scotland.

7. Stakeholder/Community Impact

7.1 Places on the programme have been reduced by almost 40%. This will have an impact on the number of possible outcomes and the ongoing Scottish Government ambition of reducing the Disability Employment Gap.

7.2 By increasing the number of placements back to a full complement of 26 young people and exploring the option of increasing the number of places offered, it is hoped to build on the previous success of reducing the disability employment gap.

7.3 Under the redevelopment of the Edinburgh Guarantee and the Youth Guarantee, people with additional barriers to employment continue to be an area of focus and remains high on the national agenda.

7.4 The continued delivery of the programme will help to deliver against the Council's Diversity and Inclusion strategy and increase employment opportunities within the organisation for those with a disability or long-term health condition.

7.5 Each year the interest in the programme exceeds the number of places available. Employability service providers and colleges in Edinburgh use EPS as a progression route into employment for their clients.

8. Background reading/external references

8.1 Council Commitments – Delivering an Economy for All

8.2 A Fairer Scotland for Disabled People Employment Action Plan - Progress Report

8.3 Coronavirus and the social impacts on disabled people in Great Britain: May 2020

6

9.   Appendices

7

APPENDIX 1

Edinburgh Project SEARCH Programme Demographics and Outcomes

- Between April 2014 – August 2020, 140 young people started on the programme. Of those, 120 young people successfully completed the programme (86%).

- A further 12 young people began the programme in September 2020 and have not been included in any of the figures below.

- The average age of a young person when they begin the programme is 20 years old.

- 73% of interns who started the programme were male (99), 27% were female (41).

- 67% of interns identified as white Scottish, 23% identified as white other and 10% identified with other ethnic groups
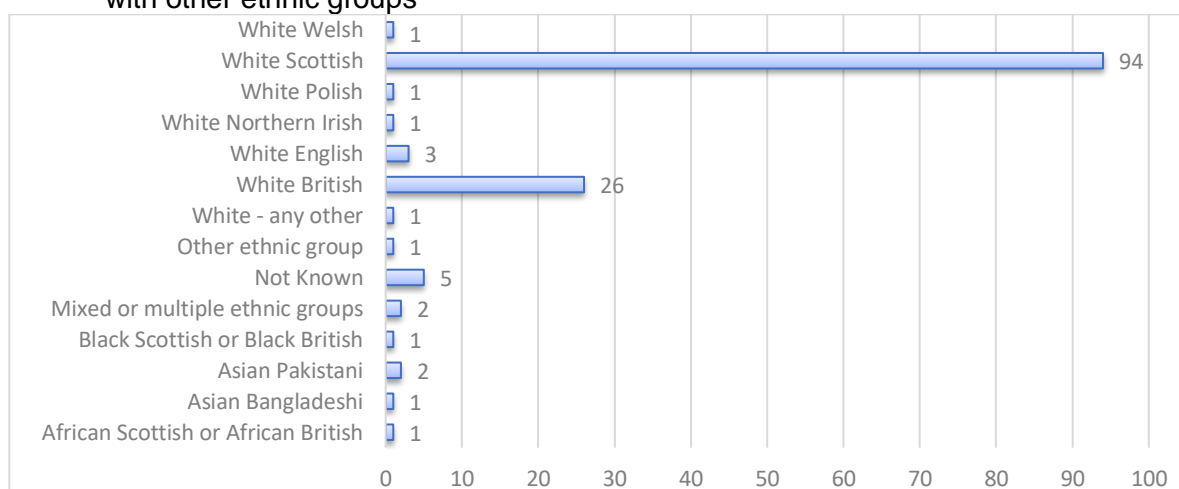
- 112 interns lived in Edinburgh, 12 in Midlothian, 9 from West Lothian and 7 within East Lothian
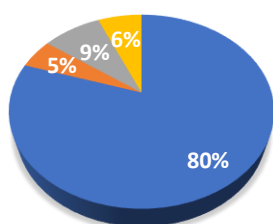

■ Edinburgh ■ East Lothian ■ Midlothian ■ West Lothian

- Reasons given by the 20 young people who withdrew from the programme (13 from the Council site, 7 from NHS Lothian site) were:

    o Course was not as expected
    o Mental health issues
    o Physical health
    o Poor attendance
    o Relationship issues
    o Caring responsibilities

8

OUTCOMES:

- Of the 120 young people who completed the programme, 63 progressed into full-time employment, 21 secured part-time employment, 3 moved into volunteering opportunities and 2 returned to education. 25 young people continue to receive job searching support.
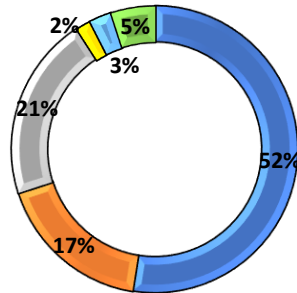
☐ Full time employment ☐ Part time employment ☐ Job Searching ☐ Education ☐ Volunteering ☐ Not job searching

- Of the 84 interns who completed the programme and moved into employment, 38 were employed by NHS Lothian (45%), 10 were employed by the City of Edinburgh Council (12%), 1 person was employed by Edinburgh College and 35 young people have been employed by external employers (42%).
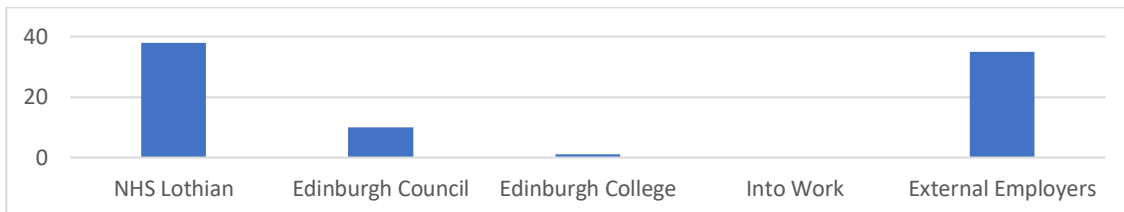
This page is intentionally left blank

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Edinburgh Blended Employability Service

Executive/routine	Routine
Wards	All
Council Commitments	7 and 31

1.   Recommendations

1.1   Committee is asked to:

1.1.1   note the co-production exercise and review undertaken to update, develop and realign the specifications for the Supported Employment, Complex Needs Employability and Edinburgh Targeted and Integrated Employability Service (ETIES) contracts; and

1.1.2   consider the findings and endorse progression to the tendering phase for an Edinburgh Blended Employability Service to replace the current three services.

Paul Lawrence

Executive Director of Place

Contact: Elin Williamson, Business Growth and Inclusion Senior Manager

E-mail: elin.williamson@edinburgh.gov.uk | Tel: 0131 469 2801

Report

Edinburgh Blended Employability Service

2. Executive Summary

2.1 The Council funds third party services to support Edinburgh residents in accessing and progressing along the Employability Strategic Skills Pipeline with the goal of securing and sustaining training and employment.

2.2 Due to significant changes in the labour market and the new operational context as a result of Covid-19, the following three services have been reviewed using a co-production methodology to ensure they remain fit for purpose and value for money:

    2.2.1 Supported Employment Service (All in Edinburgh);

    2.2.2 Complex Needs Employability Service (EnCompass); and

    2.2.3 Edinburgh Targeted and Integrated Employability Service (Next Step).

2.3 This report seeks approval to commission a Blended Employability Service for Edinburgh that will offer person centred employability services for each of the individual target groups, focusing on:

    2.3.1 a supported employment service for those with a disability or long-term health condition;

    2.3.2 intensive employability support for those with complex needs or additional barriers to employment;

    2.3.3 support for income maximisation and better off in work calculations;

    2.3.4 support for those facing in work poverty; and

    2.3.5 support with digital literacy for employability.

3. Background

3.1 The Council works with external partners through the Edinburgh and South-East Scotland City Region Deal, Joined-up for Jobs network, Edinburgh Guarantee (Developing the Young Workforce) Partnership and Locality Partnerships to promote inclusive growth across the city.

Supported Employment Service

3.2 The Council currently funds a Supported Employment Service, with 40% matched funding from European Social Fund (ESF). It follows the Scottish Government's five stage Supported Employment model.

3.3 The Supported Employment Service is a pan-disability service, supporting over 950 people per annum. It ensures a "no wrong door" approach for anybody with a disability or long-term health condition who is looking to secure, sustain and, where appropriate, progress in employment.

3.4 The current service is delivered by All In Edinburgh, a consortium of four organisations (ENABLE Scotland, Forth Sector, The Action Group and Into Work) with ENABLE Scotland being the lead contractor.

3.5 The current contract commenced on 1 April 2015 for an initial period of four years with the option to extend for a further two years. A further extension has been put in place due to delays with the co-production as a result of Covid-19. This extension is in place until 30 September 2020 with the option to further extend service delivery until 31 March 2022 if required.

Complex Needs Employability Service

3.6 The Council currently funds a Complex Needs Employability service.

3.7 The service provides a range of supports to over 200 people per annum with complex barriers to accessing and sustaining education, training or employment. The service is for those in recovery from substance misuse, previous offending behaviour, homelessness and other complex issues.

3.8 The service is currently delivered by Access to Industry under the name of 'EnCompass' and is based in city centre premises with outreach provision where required.

3.9 The current contract commenced on 1 April 2017 for an initial period of two years with the option to extend for a further two years. A further extension has been put in place due to delays with the co-production as a result of Covid-19. This extension is in place until 30 September 2020 with the option to further extend service delivery until 31 March 2022 if required.

Edinburgh Targeted and Integrated Employability Service (ETIES)

3.10 The Council also funds ETIES, with 40% matched funding from ESF.

3.11 The service aims to support over 1,100 people per annum who are short-term unemployed or facing in-work poverty. It helps them to secure and sustain employment and upskills unemployed and workless individuals into learning or work.

3.12 ETIES is delivered by Community Renewal Trust under the name of "Next Step" and focuses on reaching out to the most disadvantaged communities in Edinburgh.

3.13 The current contract commenced on 1 April 2019 for an initial period of two years until the 31 March 2021. The contract terms provide the option to extend for up to

a further two periods of 12 months. The contract can be terminated if required by providing six months' notice

4.   Main report

4.1   The reviews of the Supported Employment, ETIES and Complex Needs Employability Service have been undertaken using a co-production methodology that seeks to engage with users, beneficiaries and other stakeholders to ensure that the resulting commissioned services are fit for purpose, minimise duplication, and utilise current good practice.

4.2   The initial consultation and co-production stages have now been completed and this report sets out the findings for consideration by Committee prior to moving into the procurement phase.

4.3   For the review a Project Steering Group was established to oversee the co-production and any subsequent commissioning process. The Co-production and Procurement plan is set out in Appendix 1.

4.4   The review found that:

4.4.1   unemployment benefit claimants and those being made redundant has significantly increased as a result of Covid-19 and therefore the number of clients requiring employability provision is likely to increase;

4.4.2   national employability provision is likely to increase due to additional funding as a result of Covid-19;

4.4.3   there is still significant inequality and poverty and a need for holistic, person centred and local targeted employability services;

4.4.4   there is an increasing request for mental health support for clients engaging with employability services; and

4.4.5   there still remains a digital divide and which has been further exacerbated by Covid-19.

4.5   As a result of these findings, the following changes are recommended:

4.5.1   intensive local employability support is required for those not accessing other employability provision and have additional barriers to employment;

4.5.2   a dedicated supported employment service is required for those with a disability or long-term health condition;

4.5.3   those with complex needs require specialist employability support alongside criminal justice, housing and drug and alcohol services;

4.5.4   many still face in-work poverty and a dedicated in-work support campaign and service is required to work alongside employers;

4.5.5   employability provision needs to include support for income maximisation and better off in-work calculations;

4.5.6   support is required for digital literacy alongside employability provision; and

4.5.7   Mental Health support is required alongside employability provision.

4.6   This is likely to result in:

4.6.1   employability services that complement national provision and minimise duplication of other support provision;

4.6.2   more effective targeting of services to those requiring intensive employability support to gain better employment outcomes;

4.6.3   a focus on reducing inequality and fair work so that fewer people will face poverty; and

4.6.4   more efficient delivery through integration of employability services with other public services.

4.7   New service specifications have been developed incorporating the above. With Committee endorsement, this will inform the procurement process which will then take place to secure contractors, ready to deliver the revised services from 1 October 2021.

5.   Next Steps

5.1   If Committee endorses the changes proposed, the co-production and procurement process will be continued and the aim is for all contracts for the Edinburgh Blended Employability Service to be in place from 1 October 2021 in order to meet budget requirements, provide certainty to providers and ensure suitable replacement services are in place as quick as possible to meet the changing labour market requirements.

5.2   It is recognised that the timescales involved in the commissioning are ambitious. There may also be unknown delays due to Covid-19 or Brexit implications. To allow for any delays during the tendering process, there is an option for an additional up to six month extension to the existing services until 31 March 2022, with any new contracts for the Edinburgh Blended Employability Service in place no later than 1 April 2022.

5.3   A further report is expected to be presented to the Finance and Resources Committee in May 2021 outlining the results of the tender process and the preferred bidders.

6.   Financial impact

6.1   The contract costs will be met from existing budget and external funding as appropriate.

6.2   ESF currently contributes 40% matched funding towards the cost of the Supported Employment and ETIES contracts. ESF funding is currently approved by the

Scottish Government for these contracts until 31 March 2022 with a potential extension until 2023 if funds are available. The detailed eligibility of the replacement UK Shared Prosperity Fund is not yet available to determine whether this will be able to be used towards funding these services in the future.

7.   Stakeholder/Community Impact

7.1   The current services were originally commissioned using a co-production methodology. The review and subsequent procurement and any replacement service specifications required are again being co-produced. This is being undertaken through a fully consultative process that includes and takes account of input from key stakeholders, service providers and service users.

7.2   An Integrated Impact Assessment and Data Protection Impact Assessment will be completed to input into service specifications.

8.   Background reading/external references

8.1   Council Commitments – Delivering an Economy for All

8.2   No One Left Behind: Delivery Plan

8.3   A Fairer Scotland for Disabled People Employment Action Plan - Progress Report.

8.4   A Consultation on the Digital Strategy for Scotland

9.   Appendices

9.1   Appendix 1 - Edinburgh Blended Employability Services: Co-production Plan.

APPENDIX 1

Edinburgh Blended Employability Services: Co-production Plan

1. PROJECT STEERING GROUP

A Steering Group was identified and includes representation from CEC Business Growth and Inclusion, Capital City Partnership, CEC representatives from all relevant departments, Skills Development Scotland, DWP, NHS Lothian, Edinburgh Chamber of Commerce, EVOC and the Scottish Union of Support Employment.

2. TIMELINE

The timeline for the co-production and procurement are as follows:

Stage	Timeline
Research	April – September 2020
Co-production	October - December 2020
Reporting of Co-production finding	December 2020 – January 2021
Procurement	January - May 2021
Implementation	May - September 2021

The timeline is based on having the new or revised contracts in place to begin in October 2021.

3. CO-PRODUCTION

Alongside desk research and an evaluation of previous outcomes, an online questionnaire was developed to gather the views of citizens, including employability providers and stakeholders.

Usually, a number of workshops and co-production sessions would take place in physical spaces but, due to Covid-19, these were held virtually. This included virtual workshops and focus groups with stakeholders, the Joined Up For Jobs network, wider peripheral services and citizens. These are listed in the table below.

Using Caselink, our Management Information System, we have analysed existing service use and demand and highlighted any other useful findings.

Communication Plan		
Action	**Details**	**Date**
Current Contract Holders		
Virtual meeting with Community Renewal	Meeting to inform them of the plans to recommission and the timeline	Sept 2020
Virtual meeting with Access To Industry	Meeting to inform them of the plans to recommission and the timeline	Sept 2020
Virtual meeting with Enable	Meeting to inform them of the plans to recommission and the timeline	Sept 2020
Elected Members and Committees		
Initial briefing paper to the Housing, Homelessness and Fair Work Committee	An initial briefing was submitted to inform Elected Members of the need to re-commission the services	Sept 2020
Virtual meeting with the Convener and Vice Convener of the Housing, Homelessness and Fair Work Committee	Virtual meetings have taken place to discuss the need to re-commission and to ensure a thorough understanding of the reasoning	Sept 2020
Committee Report to the Housing, Homelessness and Fair Work Committee	The report will provide details of the emerging themes from co-production and an overview of the specification	Jan 2021
Briefing event to Elected Members	A briefing will be offered to Elected Members so they are aware of what is in the specification and to answer any questions	Jan 2021
Report to Finance and Resources Committee	This report will outline the results of the tender process and the preferred bidders.	May 2021
Citizens		
Citizens' Survey	A survey has been promoted through the JUFJ network, Steering Group and wider network to provide insight and experience from citizens around the employability services. This includes current service users and those who are not currently accessing employability services.	22 Oct 2020
All In Edinburgh client focus group	CEC facilitated this focus group with clients from across All In Edinburgh.	26 Nov 2020
Encompass client focus group	CEC facilitated this focus group with clients from Encompass	30 Nov 2020

Next Step client focus group	CEC facilitated this focus group with clients from Next Step	8 Dec 2020
Deaf Action client focus group	Deaf Action offered to facilitate a focus group with their clients to feed in to the consultation	TBC
Survey to JUFJ service users	A survey was posted on the JUFJ noticeboard and via email to the network to disseminate to service users.	22 October 2020
Survey to wider audience service users	The survey was also disseminated to service users via the Steering Group to ensure that as many people have an opportunity to complete it.	10 Nov 2020
CEC Tweet to promote the citizens' survey	We requested that the CEC Twitter account promote the surveys to service providers and citizens to encourage wider uptake of this from those we would otherwise not be able to reach.	19 Nov 2020
Stakeholders		
Steering Group	Key stakeholders will be included and will help inform the process and the outcomes, including development of an Integrated Impact Assessment.	28 Oct 2020
Focus group with the End Poverty Edinburgh Group	Facilitate a focus group with members of the End Poverty Edinburgh Group to gain their opinions and insight.	TBC
Survey to wider stakeholder audience	The survey was emailed to a wider stakeholder audience to get a more complete picture and help inform the specification.	10 Nov 2020
Service Providers		
Information notice on the JUFJ noticeboard	This will provide an overview of the plans and an invitation to view the Prior Information Notice on PCS. Interested parties can submit record an interest. It will also include an invite to the co-production event.	15 Oct 2020
Email to JUFJ network with link to JUFJ Notice	The email detailed an outline of the commissioning, a link to PCS and the JUFJ notice. It also provided details of the 4 November co-production event.	20 Oct 2020
Email to the Advice Agency Forum	The email included details of the Nov 4 event and was sent to the Advice Agency Forum. This includes those who are primarily	20 Oct 2020

Page 141

	services providing benefits and debt advice. They include voluntary sector organisations, housing associations, NHS Lothian contacts and DWP officers.	
Virtual consultation event with JUFJ network	This included a presentation of the plans for commissioning, a rough outline of the services required and the procurement process. The session broke into smaller focus groups to have discussions around set questions.	4 November 2020
Survey to JUFJ network	A survey was circulated to the JUFJ network via the JUFJ noticeboard and emailed to other interested parties. It included the same questions used at the consultation event.	22 October 2020
Survey to wider audience of services	A survey went out to services that support clients with complex needs, criminal justice, housing etc. This was disseminated by the Steering Group members	10 Nov 2020
Promotion of Surveys through Public Contracts Scotland	A notice was published to advertise the surveys to those who have noted an interest in this contract	10 Nov 2020
CEC Tweet to promote the service provider survey	We requested that the CEC Twitter account promote the surveys to service providers and citizens to encourage wider uptake of this from those we would otherwise not be able to reach.	19 Nov 2020
Focus Group with All In Edinburgh Operational Group	This focus group will allow all parties within All In Edinburgh to provide insight into the operational aspects on the service, using the same questions from the survey and the JUFJ Co-Production event.	3 Dec 2020
Focus Group with All In Edinburgh Steering Group	This focus group will allow all parties within All In Edinburgh Steering Group to provide insight into the managerial and planning aspects on the service, using the same questions from the survey and the JUFJ Co-Production event.	4 Dec 2020
Emerging Themes event	An event will take place to provide an overview of the emerging themes from all of the co-production.	16 Dec 2020
Bidder Briefing event	After the specification is published on PCS, a bidder briefing session	26 January 2021

	will be advertised so that interested parties get a chance to hear a procurement and strategic presentation and to ask any questions.	

This page is intentionally left blank

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Edinburgh Guarantee for All

Executive/routine	Executive
Wards	All
Council Commitments	7 and 31

1. Recommendations

1.1 It is recommended that Committee:

1.1.1 Notes the developments in relation to Edinburgh Guarantee for All (EGFA) and the support from Standard Life Aberdeen, as lead employer, in assigning a member of staff to the EGFA team to deliver the business engagement aspect of the initiative; and

1.1.2 agree to discharge paragraph 3.1.7 (as set out below) of the motion by Councillor Cameron, as approved at the City of Edinburgh Council of 19 November 2020.

Paul Lawrence

Executive Director of Place

Contact: Elin Williamson, Senior Manager, Business Growth and Inclusion

E-mail: elin.williamson@edinburgh.gov.uk | Tel: 0751 348 4817

Report

Edinburgh Guarantee for All

2. Executive Summary

2.1 This report provides an update on plans to build on the existing Edinburgh Guarantee, to widen the reach of the programme in response to the challenges faced by people with additional barriers to employment as a result of COVID-19.

3. Background

3.1 On 19 November, the City of Edinburgh Council approved the following motion:

3.1.1 Council notes that Small Business Saturday 2020 takes place on 5th December, and that the day-to-day environment within which businesses operate has changed vastly due to Government restrictions and efforts to minimise and mitigate the risks and impact of Covid-19 on Public Health;

3.1.2 Council notes the impact of Covid-19 on key industry sectors of our economy, including hospitality, entertainment, the arts and creative sectors, our festivals, leisure, culture and attractions;

3.1.3 Council notes that from 1 January 2021, businesses will be required to comply with new rules following the UK leaving the EU Single Market and Customs Union. Council recognises that we must work to support businesses when they come into effect on 1 January 2021;

3.1.4 Council further notes challenges which Edinburgh businesses are continuing to face; and welcomes the investment and changes to operational arrangements made by Edinburgh business owners to comply with Covid-19 restrictions and to keep patrons, customers and employees safe;

3.1.5 Council recognises the work undertaken to support businesses through business support, through work within the regulatory department to make it easier for businesses to adapt as we move through different restriction levels and the work done to distribute grants which has been of vital importance to businesses throughout the pandemic;

3.1.6 Council also notes that work has also begun on the new Economy Strategy which will build on previous strategies with a focus on good

2

growth, wellbeing, sustainability and tackling poverty and inequality, but which will also need to adapt significantly to reflect the twin challenges of Brexit and the Coronavirus;

    3.1.7   Council therefore calls for a report in one cycle to the Housing, Homelessness and Fair Work committee to set out the work that is being done on the Edinburgh Guarantee, in partnership with businesses across the city; and

    3.1.8   Council calls for a further report, in one cycle, to the Housing Homelessness and Fair Work committee that gives a detailed update, on business support that has been paid to Edinburgh businesses including insights and feedback received on the efficiency of the process.

3.2   The Edinburgh Guarantee was established in 2011 to address the needs of school leavers who were unable to move into a positive destination following the last economic downturn. It was a collaboration between all sectors in the city to offer opportunities for these young people and support them into further education, training or employment. Spearheaded by the Council with support from employers across the city, a variety of innovative solutions were developed, which contributed to over 12% increase in positive destination figures for the city.

3.3   On 23 July 2020, as part of an update to the Council's Policy and Sustainability Committee, it was reported that a scoping document was being developed to design and deliver a successor to the Edinburgh Guarantee by working with partners to offer short- and longer-term training and employment in the growth sectors of the future, with the background of the sustained ambition to be the data capital of Europe.

3.4   On 6 October 2020, a further update to the Policy and Sustainability Committee confirmed that the Council was is actively engaging with leaders in the employability and skills sector about how we support people back into jobs and positive destinations and calling on key employers to partner with us on this. The launch of this is planned for the end of October, to coincide with the end of the furlough scheme. The launch was delayed slightly to early November 2020.

3.5   In addition to the Edinburgh Guarantee for All, there are also reports on the agenda for this Committee covering Support for Businesses and Scottish Government Funding for Employability Support through COVID-19. There is also a report on proposals to create a Blended Approach to Employability Support in future.

4.   Main report

4.1   As reported to Policy and Sustainability Committee, following the outbreak of COVID-19, the Sustainable Economic Recovery Working Group (established under the Council's Adaptation and Renewal Programme) proposed to extend the Edinburgh Guarantee to become an employer led, all age and all-encompassing offer, but with specific focus on those who have additional barriers to employment –

3

creating an Edinburgh Guarantee for All (EGFA). This proposal was confirmed by Adaptation and Renewal Programme Board on 1 July 2020.

4.2   The EGFA brings together a number of key leaders from business, education and employability who are committed to work together to provide education, training and employment opportunities for those who have been affected by the COVID-19 pandemic.

4.3   The priorities of the EGFA will be aligned to the Council's priorities of:

4.3.1   Tackling inequality;

4.3.2   Fair Work; and

4.3.3   Achieving net zero carbon by 2030.

4.4   It is intended to create three task groups with a focus on:

4.4.1   Business;

4.4.2   Education; and

4.4.3   Employability.

4.5   Leaders in each task group will be expected to act as ambassadors to drive forward the EGFA approach and will stimulate discussion across their own sectors.

4.6   Standard Life Aberdeen have agreed to be the Lead Employer for EGFA and have assigned a member of staff, for up to 12 months, to work alongside the Council's Business Growth and Inclusion team, providing day to day co-ordination and support to businesses participating in EGFA.

5.   Next Steps

5.1   An EGFA Steering Group will meet regularly to provide oversight of EGFA. The task groups established will also meet regularly and will report to the EGFA Steering Group.

5.2   Standard Life Aberdeen, as Lead Employer, will be responsible for developing the day to day activities of EGFA, working closely with Council officers. The first task of this team will be to develop the business engagement strategy and deliver opportunities from the city's plethora of corporate organisations

5.3   The original Edinburgh Guarantee website is currently being developed for relaunch as an all age platform. The site will offer information and access to locally based support and employability services, signposting to local training and employment provision and for offering the collated opportunities.

5.4   Within the Council, EGFA will be aligned to existing Council priorities, employability programmes and those activities which have arisen as a result of COVID-19 for which additional funding has been allocated.

5.5   Committee will be kept updated on the progress of EGFA.

4

6.   Financial impact

6.1   Each organisation participating in the EGFA will be responsible for meeting the costs of the programme (as appropriate to their organisation).

6.2   Within the Council, the EGFA will be delivered using existing resources.

6.3   Standard Life Aberdeen are meeting the cost of the assigned member of staff who will work closely with the Council team on EGFA.

7.   Stakeholder/Community Impact

7.1   EGFA is being relaunched specifically in response to those who have been affected by the Covid-19 pandemic by having their employment or life chances affected.

7.2   Working with partners to ensure that there is support in place and options and opportunities to stop individuals becoming economically inactive over the next couple of years, will allow time for the economy to recover. The longer-term future of these individuals should be less impacted as they build confidence, skills and qualification for the future. This will also reduce the future burden on services such as criminal justice, social work, health, benefits system and other statutory services.

7.3   All key stakeholders have had input into aligning priorities, many of whom have received additional funding from Scottish Government to take forward their own priorities.

7.4   An integrated impact assessment for EGFA is being progressed.

8.   Background reading/external references

8.1   None.

9.   Appendices

9.1   None.

This page is intentionally left blank

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Scottish Government Funding for Employability Support

Executive/routine	Executive
Wards	All
Council Commitments	7 and 31

1. Recommendations

1.1 It is recommended that Committee:

1.1.1 Notes the funding which has been allocated by the Scottish Government for Employability support in Edinburgh, in response to COVID-19;

1.1.2 Approves the planned activity set out in this report, in line with the Scottish Government's funding criteria and aligned with locally identified and evidenced priorities.

Paul Lawrence

Executive Director of Place

Contact: Elin Williamson, Senior Manager, Business Growth and Inclusion

E-mail: elin.williamson@edinburgh.gov.uk | Tel: 0751 348 4817

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Scottish Government Funding for Employability Support

2. Executive Summary

2.1 In response to the economic crisis arising from the Covid-19 pandemic, the Scottish Government has made funding available to local authorities to offer additional support to those whose employment or life chances have been affected. This report notes the amounts and purposes of each funding stream and seeks Committee approval for the swift award of these funds to organisations who are best placed to support these groups.

3. Background

3.1 Following the launch of Protecting Scotland, Renewing Scotland: The Government's Programme for Scotland 2020/21 in September 2020, several funding streams have been made available to local authorities to add capacity and develop new provision for those who have been affected by the current Covid-19 pandemic through redundancy, withdrawal of offer of employment or training opportunity, furlough or reduction to terms of employment or via any other impact caused by the economic uncertainty.

3.2 For Scotland, the total funding available to local authorities includes:

    3.2.1 £60,000,000 towards a national Youth Guarantee (£30 million which will be allocated to local authorities to help partnerships deliver employability support for young people; £10 million to create additional opportunities in colleges; £10 million additional funding for Developing the Young Workforce; and £10 million to support pathways to apprenticeships);

    3.2.2 an extra £2,350,000 to boost Parental Employability Support;

    3.2.3 additional funding to support those who had been made redundant due to the pandemic; and

    3.2.4 £3,500,000 to be awarded to local authorities to assist with the Protecting and Continuing Employment (PACE) redundancy strategy.

3.3 In addition, the Scottish Government has announced funding of £25,000,000 for a National Transition Training Fund to support up to 10,000 people aged 25 and over

2

to develop the skills required to move into sectors with the greatest potential for future growth and job opportunities. Skills Development Scotland will be responsible for the first phase of this work (circa £11,000,000) to provide support up to March 2021.

3.4   A separate report is included on this Committee's agenda on the support for businesses as a result of COVID-19.

4.   Main report

Local Labour Market

4.1   Unemployment figures in October showed that there were over 18,000 people in Edinburgh registered as unemployed and claiming benefits, an increase of almost 11,000 since February 2020.

4.2   In addition, a further 14,590 people still in employment are claiming Universal Credit (meaning they require some form of welfare support even though they are in employment, perhaps due to being on furlough or having their hours reduced).

4.3   In October, the applications for Coronavirus Restrictions Funding show 900 businesses in the city had staff on furlough (between 9/10/20 – 17/11/20). Anecdotal evidence suggests that many of staff currently on furlough will be made redundant or return on reduced hours when the Job Retention Scheme ends in March 2021.

4.4   Discussions with partners including Department for Work and Pensions, Skills Development Scotland, Capital City Partnership, the Youth Employment Partnership and neighbouring local authorities has identified the need to focus on employer support and incentives to help stimulate the economy and create much needed entry level jobs for young people.

Priorities

4.5   The City of Edinburgh Council allocation from the above funds is expected to be £2,256,581.

4.6   The Scottish Government has provided details of the criteria attached to each fund.

4.7   In administering these funds, it is intended that City of Edinburgh Council will ensure that the allocation of funding is aligned to the priorities set out in the Council's Economy Strategy, in particular:

4.7.1   Tackling inequality;

4.7.2   Fair Work; and

4.7.3   Achieving net zero carbon by 2030.

An integrated impact assessment has been carried out to identify and, where possible, mitigate any negative impacts and potential discrimination.

3

Youth Guarantee

4.8 The funding which has been allocated to local authorities under the Youth Guarantee is designated to provide employability support to young people, with the aim of addressing the reduced opportunities available to young people. It is targeted at those aged 16- 24 years old with most barriers to securing and sustaining employment.

4.9 Edinburgh will receive £1,904,191 for this programme. This funding must be used by 31 March 2021, although costs for staffing, in-work training and committed beneficiary costs can be carried forward into the new financial year.

4.10 Any funding not spent by 31 March 2021 will need to be returned.

4.11 It is intended to work with Capital City Partnership on the delivery of this programme, to ensure that the appropriate resources can be secured in time to make the best use of this funding. Very clear Key Performance Indicators and targets will be set for delivery against the Scottish Government's targets

4.12 This support can be delivered under two separate streams:

4.12.1 through the offer of an Employer Recruitment Incentive which can pay up to 50% of wages to Small and Medium-sized Enterprises (SMEs) who take on a young person for 12 – 18 months; and

4.12.2 as a six-month extension to the DWP's Kickstart programme.

4.13 The current Edinburgh Employer Recruitment Incentive supports SMEs to recruit those with additional barriers to employment. Depending on circumstances, employers can claim up to £6,000 per employee over the course of 52 weeks towards wages, Personal Protective Equipment or other support to help sustain employment. This model has been held up as a model of good practice and is being used as the basis to develop a minimum standard for a Young Person's Guarantee Employment Recruitment Incentive in line with Scottish Government recommendations.

4.14 Supporting young people to re-engage with services that help to build confidence and improve their mental health is another priority as anecdotal evidence from youth providers has indicated that the vast majority of young people who were receiving face to face support prior to lockdown have found it very difficult to remain motivated and engaged and have been particularly hard hit by lockdown and the effects of physical distancing.

Parental Employability Support Fund

4.15 As reported to Committee on 5 November 2020, City of Edinburgh Council has already secured £500,000 of funding from the Parental Employability Support Fund to support parents who are employed on low incomes to tackle in work poverty and to support those not yet in work to address barriers and support them to progress into employment.

4

4.16 From the additional funding allocated to local authorities in Scotland, the Council been awarded an additional £132,390 to be targeted at three specific client groups:

4.16.1 young parents;

4.16.2 parents with a disability; and

4.16.3 for parents accessing funded early learning and childcare hours.

4.17 This funding is in place for the current financial year and for 2021/22. It is intended to allocate this funding to the Council's existing well-established providers of Parental Employability Support (All in Edinburgh, the No-One Left Behind (NOLB) Activity Agreement Hubs (who work with young parents) and through the delivery of Maximise! under the City Region Deal Intensive Family Support Project (where parents are accessing funded early learning and childcare hours) working with this target group to expand or enhance the support already offered.

4.18 Planning is underway for the award of Parental Employability Support Funding by adding capacity to current provision.

Partnership Action for Continuing Employment

4.19 Partnership Action for Continuing Employment (PACE) is a partnership initiative which provides free advice and support for anyone facing redundancy. Led by Skills Development Scotland, PACE provides money and benefits advice, information on funding and advice on searching and applying for jobs.

4.20 Skills Development Scotland have been allocated funding of £220,000 for the Edinburgh area to work with partners (including local authorities, the Department of Work and Pensions, the STUC and Citizens Advice Scotland). has been awarded to support the PACE redundancy offer led by Skills Development Scotland (SDS) but delivered by a variety of partners. This funding can be used through to 31 March 2022.

4.21 Officers are working closely with Skills Development Scotland and other PACE partners to identify where the additional funding can best be utilised to add capacity to organisations who will support those who have been made redundant.

5. Next Steps

5.1 The plans to distribute Scottish Government funding which has been allocated to City of Edinburgh Council for employability support are set out above.

5.2 Officers will work with other partners to ensure that all planned activity is relevant and suitable for the very specific client group, doesn't duplicate any current funded service provision and builds on the existing partnerships and effective delivery across the city.

5.3 Officers will also continue to work with partners to identify where fully funded work placements and other opportunities could be provided across the Council and other public sector employers.

5

5.4 Processes will be set up for distribution and recording of all funds to employers and systems put in place to undertake and record quarterly reviews of participants to develop progression routes.

5.5 Work will continue to develop a marketing strategy to build awareness of the opportunities provided under this funding. Officers will ensure integration with Edinburgh Guarantee for All and begin to publicise the opportunities available to those who need them.

6. Financial impact

6.1 Each separate funding award, listed below, will fully cover all additional activity and provision delivered under the terms of the funding agreements. It will also offset the costs of officers' time for managerial and administration costs.

6.2 As set out above, the funding allocated is:

FUNDING STREAM	AMOUNT	DELIVERY YEAR/S
NOLB Youth Guarantee	£1,904,191	2020 – 2022*
Parental Employability Support Fund Boost	£132,390	2020 – 2022
Protecting and Continuing Employment	£220,000	2020 – 2022
TOTAL	£2,256,581	

Only committed staffing, employer and beneficiary costs can be carried forward

6.3 All additional funds will be awarded to add capacity through current contracts and funds to employers for the recruitment incentive or beneficiary costs. These funds will be managed by Council officers.

7. Stakeholder/Community Impact

7.1 This funding is specifically in response to those who have been affected by the Covid-19 pandemic by having their employment or life chances affected.

7.2 An integrated impact assessment is being prepared and evidences that impacts arising from the Council's approach to administering these funds are expected to be:

7.2.1 Young people with additional barriers to employment are supported to remain economically active and build skills for future careers;

7.2.2 Delivery of a more streamlined and integrated offer of employability services with a no wrong door approach for anyone who accesses the service; and

7.2.3 SMEs are supported to offer sustainable fair work opportunities to young people.

7.3 Working with partners will ensure that there is support in place and options and opportunities to stop individuals becoming economically inactive over the next couple of years, to allow time for the economy to recover.

6

7.4 The longer-term future of these individuals should be less impacted as they build confidence, skills and qualification for the future. This will also reduce the future burden on services such as criminal justice, social work, health, benefits system and other statutory services.

7.5 Through the suggested activities, it is likely that this funding will offer support to approximately 800 individuals across the city, through 1-2-1 support and guidance, paid work placements, part funded employment opportunities and extended kickstart opportunities. Additional benefit will be seen in the strengthening of the city's strategic skills pipeline and better partnership working.

7.6 All key stakeholders have had input into aligning priorities, many of whom have received additional funding from Scottish Government to take forward their own priorities.

8. Background reading/external references

8.1 Protecting Scotland, Renewing Scotland – The Government's Programme for Scotland 2020 – 2021.

8.2 Scottish Government funded 'No One Left Behind' Employability – Small Grants Awards - Housing, Homelessness and Fair Work Committee on 20 January 2020

8.3 Business Bulletin on Parental Employability Support Fund - Housing, Homelessness and Fair Work Committee on 5 November 2020

9. Appendices

9.1 None.

This page is intentionally left blank

Housing, Homelessness & Fair Work Committee

10:00am, Thursday, 14 January 2021

Homelessness & Rough Sleeping Action Group (HARSAG) – Updated Recommendations and Council Response

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 Committee is asked to agree the Council's response to the latest HARSAG recommendations.

Andrew Kerr

Chief Executive

Contact: Nicky Brown, Homelessness & Housing Support Senior Manager

E-mail: nicky.brown@edinburgh.gov.uk | Tel: 0131 529 7589

Report

Homelessness & Rough Sleeping Action Group (HARSAG) – Updated Recommendations and Council Response

2.   Executive Summary

2.1   HARSAG was reconvened in summer 2020 to provide updated recommendations to the Scottish Government, in light of the COVID-19 pandemic. A total of 104 recommendations were made, which the Scottish Government accepted in principle. Following these, the Scottish Government updated the Ending Homelessness Together Action Plan to reflect the new HARSAG recommendations. This report sets out the Councils response to the HARSAG recommendations.

3.   Background

3.1   HARSAG was set up by the Scottish Government in October 2017. The group made an initial 70 recommendations regarding the solutions and actions required to eradicate rough sleeping, transform temporary accommodation and bring an end to homelessness in Scotland. All of the recommendations were accepted by the Scottish Government, this included the action for all local authorities in Scotland to develop Rapid Rehousing Transition Plans (RRTPs).

3.2   As noted above, HARSAG was reconvened in the summer of 2020 and provided updated recommendations to the Scottish Government.

4.   Main report

4.1   HARSAG was reconvened in light of the COVID-19 pandemic, therefore the recommendations were focussed on responding to four questions:

4.1.1   What should we already be doing because we are in an emergency situation?

4.1.2   What do we need to do quickly to ensure that nobody returns to the streets?

4.1.3   What should we be doing now to prevent homelessness from happening in the first place?

4.1.4 What needs to change in the national Action Plan to end homelessness to recognise the changing circumstances caused by coronavirus?

Question 1 – What should we already be doing because we are in an emergency situation?

HARSAG recommendation A - Ongoing access to suitable emergency self-contained accommodation to ensure people are not exposed to coronavirus by rough sleeping or staying in congregate settings. (Recommendations 1 - 5)

4.2   These recommendations highlight the need to continue to provide support and self-contained emergency accommodation for those who require it to enable people to keep safe during the pandemic. HARSAG recommends that clear public health advice and support is available to people who need it to ensure those who need to self-isolate can do so. HARSAG also make a number of recommendations which build on current commitments to support people with no recourse to public funds.

4.3   **Council response to actions** - During the crisis we have worked alongside partners and Scottish Government to ensure that people have safe places to stay where they can self-isolate as needed and access the support, food and treatment they need. This includes additional accommodation taken on in partnership with Streetwork specifically for rough sleepers, an alternative to the Care Shelter in partnership with Bethany Christian Trust (last season and this season) and an isolation unit at Randolph Crescent. The latter allows residents in congregate models of temporary accommodation to self-isolate if required.

4.4   **Scottish Government related actions** - The Council continues to provide accommodation for people who are ineligible for service or have no recourse to public funds. At present this represents approximately 100 households. The HARSAG recommendations make clear in their request to Scottish Government to provide clear messaging to local authorities on what is expected in relation to their response to people with no statutory entitlement and future service delivery for these people. COSLA have recently published guidance for local authorities with regards to safeguarding duties during the public health crisis. Officers have provided Committee with update reports on the current position with regards to no recourse to public funds and will continue to do so. Additionally, HARSAG call on the Scottish Government to provide national guidance relating to infection control and social distancing within temporary accommodation. However, officers have worked closely with colleagues from local public health teams to develop guidance for temporary accommodation providers at the start of the pandemic.

4.5   **Key challenges** – access to self–contained emergency accommodation in the city is challenging given the unique Edinburgh housing market. The table below provides a breakdown of the additional temporary accommodation taken on since the start of the pandemic. The recommendations suggest taking on unused student accommodation, this was investigated thoroughly and repeatedly, but no student accommodation available for use as temporary accommodation. Recently, ex student accommodation was offered, however this did not meet the extended UAO

requirements. The supplier also wanted the Council to fully staff and carry out maintenance and repairs which made it financially unviable even as a short term alternative.

Accommodation type	Number of additional rooms / flats taken on during pandemic
B & B / SH / Hotels	396 rooms
TFF / PRTA	442 flats
Total	838

HARSAG recommendation B- Support, advice and advocacy for all people rough sleeping or in emergency accommodation during the coronavirus crisis period (Recommendations 6 – 11)

4.6 These recommendations focus on the importance of having an assertive outreach service for people rough sleeping and ensuring that there are appropriate communication models in place to reach all homeless households. They also set out the importance of assessing the households needs such as access to basic amenities and any support needs requirements as well as ensuring all those accommodated during COVID have a Personal Housing Plan in place. They also make recommendations regarding harm reduction and call for plans to be in place for people experiencing domestic abuse, including those with no recourse to public funds.

4.7 **Council response to actions –** The Council commissions a dedicated street based outreach service which has continued to operate throughout the pandemic. There is also a dedicated outreach pharmacy project and the integrated homeless service for people with complex needs have recently been awarded Corra funding for an assertive outreach nurse and peer navigator to support people rough sleeping into rapid access accommodation. During the pandemic the Edinburgh Access Practise remained open providing primary care services and outreach clinics were established by the service in two of the additional accommodation services taken on with partners, including a CPN providing outreach across homeless accommodation and on the street. A Single Point of Contact (SPOC) was established to support the delivery of co-ordinated responses across homeless services, supporting service users to access basic amenities. All service users who were accommodated in the additional hotel accommodation, taken on in conjunction with partners, had a plan in place to secure move on accommodation which met their needs and were able to access on site supports, such as GPs and harm reduction teams.

4.8 Domestic Abuse services have remained open throughout the pandemic providing support and refuge accommodation for women experiencing domestic abuse,

including those with no recourse to public funds. A Domestic Abuse Housing Policy was also recently agreed at Committee.

4.9 In addition to the SPOC set up during the pandemic the Council are involved in a project led by Edinburgh University to develop a Street Support App in Edinburgh which will provide information regarding services available to people who are homeless or at risk of homelessness. This is due to be launched early next year. The Council are also updating the webpages related to homeless services.

4.10 **Scottish Government related actions** – HARSAG recommend that a national communications strategy is put in place to ensure that homeless households know where and how to access support, advice and advocacy and accommodation during the pandemic.

4.11 **Key challenges** – Whilst the Council is working on developing new ways to provide information to homeless households, this is still under development.

HARSAG recommendation C - Full and frequent audit of current situation (recommendations 12 – 15)

4.12 HARSAG proposes regular audits of the numbers in emergency accommodation and available housing options (frequency to be determined) ensuring an understanding of people's needs in order to provide the support they need now and also to help them move on quickly.

4.13 **Council response to actions –** Officers provide regular updates on the number of households in temporary accommodation to Scottish Government colleagues. Officers make use of all available information provided by colleagues to identify areas of homeless risk.

4.14 **Scottish Government related actions –** Scottish Government are to define the nature of audits and agree in conjunction with the council how often these should take place.

4.15 **Key challenges –** The number of households in temporary accommodation changes on a day to day basis. It should therefore be recognised that an audit will only provide a snapshot at a particular time.

Question 2 -What do we need to do quickly to ensure that nobody returns to the streets?

HARSAG recommendation D- Ensure there is an immediate flexible supply of affordable housing for all in emergency accommodation or rough sleeping (recommendations 16 – 22)

4.16 HARSAG supports a national roll out of Housing First, ensuring suitable stock is made available as a priority, developing a specific Housing First Pathway for women with complex needs and ensuring that people in public institutions are supported to access Housing First as needed. HARSAG also emphasises the importance of ensuring that sufficient suitable housing exists and recommends stable funding for existing Housing First Consortia across the pathfinder areas. HARSAG has strengthened its focus on supply, including how to make better use of

the private rented sector, the priority that should be placed on building and accessing social (and affordable) housing, maximising housing options, the creation of a National Challenge Fund to increase immediate supply and working with social investors to increase large scale investment in the housing sector.

4.17 **Council response to actions -** Edinburgh has implemented a number of the above recommendations including prioritising homeless households (including Housing First applicants) when commencing letting of social rented homes via EdIndex following lifting of Covid-19 regulations. Prior to Covid-19, the Council and RSLs were already letting more social rented homes to homeless households than any other local authority. In Edinburgh, the Council administers the Affordable Housing Supply Programme on behalf of Scottish Government with 80% of the funding used to support delivery of new social rented homes. We also already use AHSP funding to support off the shelf purchase of new and second hand homes.

4.18 The Council continues to make use of the Private Sector and has introduced the Private Rented Sector team to assist homeless households to access the private rented sector. Additionally, the Council commissions Edinburgh Help to Rent, delivered by Crisis who provide rent guarantee bonds to homeless households.

4.19 **Scottish Government related actions** – To increase housing supply HARSAG seek a Scottish Government commitment to invest in affordable housing supply beyond 2021, reaching the supply figures as set out in recent research commissioned by the Scottish Federation of Housing Associations (SFHA), Chartered Institute of Housing and Shelter.

4.20 **Key challenges -** Accelerating Housing First in Edinburgh will be challenging. Edinburgh is part of the Housing First Pathfinder Programme and to date there are 78 people in Housing First tenancies against a target of 275.   Edinburgh has one of the lowest proportions of social housing in Scotland with only 14% of homes in social rent compared to a Scottish average of 23%. with a higher proportion of lets made to homeless households than the national average. In the period from the end of June 2020, when re-letting commenced to the end of November 2020, 71% of Council lets and 56% of Registered Social Landlords (RSL) lets were allocated to homeless households.   The national average is 46% of Council homes allocated to homeless households and 30% of RSL lets.

HARSAG recommendation E - Maximise housing options for everyone (recommendations 23 – 30)

4.21 HARSAG expects 80% - 90% of social housing voids to be allocated to homeless households for a limited emergency period to enable people to move on from hotels and other emergency accommodation. It also expects a pre-lettings policy to be put in place so that people can move when it is safe to do so and these homes to be prioritised for housing first. Additionally, it recommends maximising options for moves into the private rented sector and making use of shared tenancies. It recognises the role that Health & Social Care Partnerships have in ensuring seamless support in moving people on safely from hotel accommodation. It also recommends a new focus on digital inclusion, ensuring that people have access to

the technology, advice and skills to get connected. HARSAG also recommend bringing forward previously announced new powers for Local Authorities to regulate the density of short term lets, such as Airbnb, so that they are in place ahead of the peak of summer 2021.

4.22 **Council response and actions** – During the period when the advertising of homes was suspended landlords worked with Homelessness services to make some empty homes which were not already pre- allocated, available for emergency use including use as temporary accommodation and a small number of homes for urgent permanent homes. The advertising of homes recommenced at the end of June and EdIndex continue to maximise available homes homeless households are able to bid for. Up until the end of November the Council and partner Housing Associations in Edinburgh advertised just under 1,100 homes and just over 90% of these were available for homeless households to bid on.

4.23 The Council's Private Rented Sector (PRS) Team support households to remain in their PRS tenancy, access properties in the private rented sector and work with landlords and letting agencies to establish the PRS as a housing option for homeless households. During the Covid-19 period the team have supported 94 households to secure new tenancies in the PRS or remain in their current PRS tenancy. Edinburgh Help to Rent provides rent deposit guarantee bonds and has provided 31 households with a bond to access properties in the PRS since February 2020.   Health & Social Care Partners from TAP and EAP have supported homeless people with the most complex needs during COVID, both in terms of physical and mental wellbeing.

4.24 **Scottish Government related actions** – HARSAG request that Scottish Government bring forward previously announced new powers for Local Authorities to regulate the density of short term lets, such as Air BNB, so that they are in place ahead of the peak of summer 2021.

4.25 **Key challenges** - Edinburgh has one of the lowest proportions of social housing in Scotland with only 14% of homes in social rent compared to a Scottish average of 23%, and a large private rented sector (25%). As noted in 4.20 above social housing lets to homeless households account for 71% of Council lets and 56% of RSL lets in Edinburgh, well above the national average.

HARSAG recommendation F - Learning from the Covid19 response and sharing best practice (recommendations 31 – 36)

4.26 This recommendation seeks to learn from the crisis including national learning and sharing and benchmarking. This recommendation also highlights the importance of continuing to improve our understanding of equalities in homelessness, and in particular any differences experienced by women and men, to ensure everyone receives the right support and accommodation for them.

4.27 **Council response to actions** – this series of actions relate to Scottish Government actions in the first instance.

4.28 **Scottish Government related actions** – Scottish Government are asked to produce national benchmarking information and deliver clear national guidance on No Recourse to Public Funds.

4.29 **Key challenges** – N/A

Question 3 - What should we be doing now to prevent homelessness from happening in the first place?

HARSAG recommendation G - Emergency immediate prevention activity for groups facing an increased risk of homelessness during and following the coronavirus crisis (recommendations 37 – 39)

4.30 This recommendation places renewed emphasis on prevention of homelessness, with a significant focus on supporting people to maintain their tenancies by implementing legislative changes and introducing targeted support for tenancy sustainment. This recommendation calls for the testing of new prevention activities and earlier intervention and identification of people who may be at risk of homelessness. It also calls for a domestic abuse pathway to be developed.

4.31 **Council response to actions** – Early intervention is a key focus of the Rapid Rehousing Transition Plan. A Domestic Abuse Housing Pathway was recently approved by Committee as well as a Housing Options Protocol for Care Leavers. Work to develop updated pathways for people leaving prison and hospital are underway and officers are developing plans contained in the RRTP to form a multi-disciplinary response pilot. This will include exploring ways in which we can work across Council services to identify trigger points, or early warning signs, that may put someone at risk of homelessness in the future and offer joined up support.

4.32 **Scottish Government related actions** – HARSAG ask that Scottish Government extend the period of forbearance before a pre-litigation notice can be served from 30 September to 31 March 2021. This relates to measures that were brought in to protect tenants in the social and private rented sector in relation to eviction action during the Covid-19 pandemic. For social rented tenants this protection means notices of proceedings for action being taken on rent arrears do not become valid until 6 months after they are served. Protections were also put in place in relation to private tenants initially for the 6 month period to October, this has also been extended. The details of this depend on the type of tenancy that is in place and the reasons for ending the tenancy/grounds for eviction being used.

4.33 The Scottish Government has announced that they will stop evictions from being carried out between 11 December 2020 and 22 January 2021. Full details of the new law are not yet known, but the government has said there will likely be exceptions to allow evictions in cases of domestic abuse or 'serious' antisocial behaviour. For the Council we would not have been in a position to take eviction action during this period due to the extended notice periods being applied for new actions and decrees having expired for any previous arrears' actions.

4.34 **Key challenges** – Whilst work has commenced in this area, further work is required.

HARSAG recommendation H - Extend emergency protections for renters created for the coronavirus pandemic (recommendations 40 - 44)

4.35 HARSAG recommends that the government work towards eliminating evictions into homelessness both in the social and private sector and fund access to dedicated money advice, welfare advice and housing rights support. This includes consideration of the Private Rented Sector (PRS) in any future prevention duty.

4.36 **Council response to actions** – The council's Advice Shop provides free debt and welfare rights advice. In addition, the Council commissions a number of services delivering advice. The Council also has a dedicated service delivering Homeless Prevention & Housing Options Advice. The Council's PRS teams work is focused on the prevention of homelessness from this sector. In addition, Council tenants are offered every support to avoid them getting into debt they cannot afford and they are encouraged to engage as early as possible with the housing service and a wide range of support including income maximisation advice is available to help them meet their rent payment responsibilities.

4.37 **Scottish Government related actions** – the Scottish Government is asked to extend the emergency protections and to report back on its intentions relating to any prevention duty.

4.38 **Key Challenges** – Any additional duties placed on the Council as a result of a future prevention duty may increase pressure on homeless services.

HARSAG recommendation I - Prevent rough sleeping for people with complex needs and those excluded from services (recommendations 45 -51)

4.39 This recommendation also aims to transform the night shelter provision to transform them out of local homeless systems and proposes adoption of the road map developed by the 'Everyone Home' collective. It also makes recommendations relating to Housing First including extending it to those at risk of repeat homelessness, those currently in public institutions and developing a Housing First pathway for women with complex needs. In addition, it calls for protocols to be put in place with public institutions to ensure people are not discharged into homelessness.

4.40 **Council response to actions** – The Council has worked with Scottish Government and Bethany Christian Trust to deliver an alternative to the Care Shelter; the Welcome Centre. The housing first pathfinder programme continues to focus on those who are or have a history of rough sleeping. As noted earlier in this report work is ongoing to improve pathways for people leaving prison and hospital.

4.41 **Scottish Government related actions** – N/A

4.42 **Key challenges** – Officers are currently working with partners to find a longer term solution for an alternative venue for the care shelter.

HARSAG recommendation J - Strengthen and accelerate prevention programmes (recommendations 52 – 58)

4.43   These recommendations call for a strengthening of prevention activity across all areas and a local and national advice strategy on what to do if you are at risk of homelessness. They also call for proactive tenancy management and access to housing support on a long term basis if necessary. In addition, they call for all areas to have rent deposit scheme and the development of pathways for those experiencing domestic abuse.

4.44   **Council response to actions** – as noted elsewhere in this paper the second iteration of the RRTP has a focus on prevention activity and includes a number of actions relating to prevention which are being developed by officers, including the establishment of a multi-disciplinary response pilot as detailed in 4.30. Officers are developing the information available on the Councils web pages and information leaflets setting out what people should do if they are at risk of homelessness. In addition, a Street Support App for Edinburgh is under development led by Edinburgh University. The Council commissions visiting housing support services, some of which are not time limited which focus on supporting people to keep their home. The Council also has a rent deposit guarantee scheme, delivered by Crisis.

4.45   **Scottish Government related actions** – The recommendations call for a national rent deposit guarantee scheme.

4.46   **Key challenges** – Whilst work to develop communication methods with people at risk of homelessness is underway, further work is required.

HARSAG recommendation K - Prevent migrant homelessness and destitution (55- 66) and L - Urgent requests of the Westminster Government (recommendations 67 -68)

4.47   HARSAG makes a number of recommendations which build on current commitments to support people with no recourse to public funds. These recommendations for Scottish Government, include challenging the UK government to change the rules, ensuring clear guidance is available on how to support people in this situation, providing the advice and advocacy people need, ensuring people can access safe suitable accommodation, regardless of their immigration status, and exploring options to create new social security benefits.

4.48   These actions all relate to asks of the Scottish and Westminster Government.

Question 4 - What needs to change in the national Action Plan to end homelessness to recognise the changing circumstances caused by coronavirus?

HARSAG recommendation M - Continue to strengthen national plan for ending homelessness (recommendations 69 -77)

4.49   These recommendations call for continued building on the progress of the Scottish Government and COSLA's Ending Homelessness Together Action Plan by implementing changes which strengthen the national plan. They also call for the legal changes recommended by HARSAG to be implemented such as the removal

of local connection and for the Human Rights Bill to include adequate housing. In addition, it calls for continued effort with regards to social housing building and for digital inclusion to be included in Personal Housing Plans and future RRTPs.

4.50 **Council response to actions** – the majority of these actions relate to Scottish Government. With regards to digital inclusion Edinburgh Libraries provide free access to "*hardware, data (internet and WiFi), training and support*" via library membership which is available to all, including homeless households and rough sleepers. This means that individuals can access a pc, internet and/or WiFi free of charge in libraries across Edinburgh. Digital Skills support is available along with access to a device. Edinburgh libraries have also been working with Scottish Council of Voluntary Organisations as the local authority partner for Edinburgh in the Connecting Scotland programme which is a Scottish Government initiative to provide devices and connectivity to Scotland's most vulnerable citizens.

4.51 **Scottish Government related actions** – The Scottish Government have recently published their ending Homelessness Together Action Plan.

4.52 **Key Challenges** – Officers noted the challenges the removal of local connection will have on Edinburgh in their response to the Scottish Government Consultation. It is likely that this will increase the number of people presenting as homeless in the city and place additional pressure on services.

HARSAG recommendation N - Strategic housing needs (recommendations 78 – 86)

4.53 HARSAG place emphasise on the importance of ensuring that sufficient suitable housing exists and calls for national and local plans to maximise housing supply capacity. They also call for Local Authorities to consider flipping temporary accommodation into permanent tenancies. They also recommend that First Tier Tribunal produce more data, so that we have full transparency on how it is working and if tenants are able to successfully assert their rights. HARSAG also call on rent levels to be affordable.

4.54 **Council response to actions** – As noted earlier, 80% of AHSP funding is used to support delivery of new social rented homes. We also already use AHSP funding to support off the shelf purchase of new and second-hand homes. The Council's PRS team will work with landlords and tenants, including where a case has been raised at the First Tier Tribunal, with the aim of keeping a tenant in their PRS tenancy. This relies on the tenant or landlord making contact with the PRS team as they are not informed directly about Tribunal cases.

4.55 **Scottish Government related actions** – the Scottish Government are currently consulting on a Fair Rents Bill.

4.56 **Key challenges** – Flipping temporary accommodation into settled homes is identified in the RRTP as an action to explore. However, this is particularly challenging at present given the significant rise in the number of households in temporary accommodation during COVID, with the number of households in temporary accommodation now at 2663, approximately 30% more than prior to

COVID. The Council does not have any role with regards to First Tier Tribunal data collection and are not currently informed when a case in the Local Authority area is raised here. Information on forthcoming hearings (and decisions) is available online.

HARSAG recommendation O - Rapid rehousing and maximum housing options for all (recommendations 87 -95)

4.57 HARSAG calls for alternative forms of temporary accommodation along with clearer guidance on the Unsuitable Accommodation Order (UAO) and a requirement to address the UAO in future RRTPs. It also calls for legally enforceable standards for temporary accommodation to be developed. The recommendations also call for a range of housing options for young people, including sharing and for housing options for those in night shelters, lost contacts and youth homelessness to be included in RRTPs.

4.58 **Council response to actions** – Officers are part of a national local authority working group tasked with developing clear guidance with regards to the UAO. The plans for addressing the UAO are included in the second iteration of the RRTP.

4.59 **Scottish Government related actions** – The Scottish Government are responsible for delivering the UAO guidance and for developing the standards for temporary accommodation.

4.60 **Key challenges** - The key challenge in Edinburgh is implementing the requirements of the UAO. Potentially almost 1000 households are currently in forms of temporary accommodation which may be deemed unsuitable and constitute a breach of the recommendation. As noted in 4.5 during the Covid-19 period the Council has taken on an additional 442 flats and 396 rooms in shared houses, bed & breakfast and hotel accommodation to meet demand. The unique Edinburgh housing market makes acquiring self contained properties difficult but officers continue to investigate ways to increase this stock.

HARSAG recommendation P – Prevention (recommendations 96 – 104)

4.61 HARSAG call for prevention activity to be prioritised by introducing legal duties on housing and wider public bodies to prevent homelessness, up to 6 months prior to homelessness, following the recommendations of the Prevention Review Group. This calls for a focus on upstream intervention and makes a number of recommendations in relation to improving joined up working across the board before any prevention duty is put in place.

4.62 **Council response** – as noted earlier prevention activity is a key strand of the RRTP and officers are progressing the actions relating to prevention contained in the RRTP.

4.63 **Scottish Government related actions** – Prevention is a key feature of the Scottish Governments Ending Homelessness Together Action Plan. Scottish Government are due to respond to the recommendations of the expert group looking at options for a prevention duty in Scotland and are due to set out the next steps in 2021.

4.64 **Key challenges** – As noted earlier in the paper we are currently developing preventative approaches as part of our revised RRTP. Any additional duties placed on Local Authorities as part of a prevention duty may place additional pressure on homelessness services.

5. Next Steps

5.1 Officers will continue to progress actions identified by HARSAG via the RRTP.

6. Financial impact

6.1 There are no financial impacts as a direct result of this report. All individual projects associated with this report will be fully costed.

7. Stakeholder/Community Impact

7.1 Consultation with stakeholders and people with lived experience informed the development of the HARSAG recommendations.

8. Background reading/external references

8.1 HARSAG Recommendations

8.2 Ending Homelessness Together Action Plan

8.3 Rapid Rehousing Transition Plan - Second Iteration

9. Appendices

9.1 None.

This page is intentionally left blank

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 14 January 2021

Place Directorate - Revenue Monitoring 2020/21 – month seven position

Executive/routine	Routine
Wards	All
Council Commitments	

1. Recommendations

1.1 It is recommended that the Committee notes:

1.1.1 that the Housing Revenue Account (HRA) projected position for the 2020/2021 financial year is a balanced position after a contribution of £12.916m towards in-year capital investment and the future strategic housing investment programme;

1.1.2 the Place General Fund (GF) revenue budget forecast for 2020/2021 is a projected £0.516m overspend (excluding Covid-19 impact) including a forecast budget pressure of £0.098m for services within the remit of this Committee;

1.1.3 the Place GF revenue budget forecast for 2020/2021 in respect of the net cost impact of Covid-19 is forecast to be circa £29m. £2.150m of this budget pressure relates to services within the remit of this Committee; and

1.1.4 that the Executive Director of Place is taking measures to reduce budget pressures and progress will be reported to Committee at agreed frequencies.

Paul Lawrence

Executive Director of Place

Contact: Susan Hamilton, Principal Accountant

E-mail: susan.hamilton@edinburgh.gov.uk | Tel: 0131 469 3718

<div style="background-color:#1464A5; color:white; padding:10px;">

Report

</div>

Place Directorate - Revenue Monitoring 2020/21 – month seven position

2.   Executive Summary

2.1   The report sets out the projected month seven revenue monitoring position for the Housing Revenue Account (HRA) and Place Directorate General Fund (GF) services. The month seven forecast is based on analysis of actual expenditure and income to the end of October 2020, and expenditure and income projections for the remainder of the 2020/2021 financial year.

2.2   At month seven, the 2020/2021 full year forecast for the HRA is a balanced position after providing £12.916m towards capital investment from revenue; £3.656m in-year contribution as per the approved capital investment programme and £9.260m towards financing the strategic investment programme in forthcoming years.

2.3   Excluding the costs of the Coronavirus pandemic, the month seven projection for the Place GF 2020/21 revenue budget is a net residual budget pressure of £0.516m. This is an improvement of £1.194m on the reported month five position.

2.4   At month seven, the GF services within the remit of this Committee are forecasting a budget pressure in 2020/2021 of £0.098m. This, in the main, represents the residual 'at risk' element of the approved budget saving in respect of Business Growth and Inclusion services of £0.112m and is an improvement of £0.062m on the month five reported position.

2.5   At month seven, the GF Covid-19 impact for Place Directorate has been forecast to be a net cost in the region of £29m with £2.150m of this relating to the net loss of income to Housing Property Services from the reduced volume of jobs undertaken due to the operating context. This is a £0.150m improvement on the month five position in respect of Covid-19 impact costs within the remit of this Committee.

2.6   The Executive Director of Place is fully committed to making all efforts to identify management action to reduce the budget pressures. However, given the magnitude of these pressures, there is the potential for overspend.

3. Background

3.1 The HRA is a ring-fenced statutory account. The HRA is funded from rents relating to Council housing and related assets and is used to fund the provision of Council housing in line with tenants' priorities.

3.2 In February 2020, the Council approved a five-year HRA Budget Strategy. This was informed by extensive consultation with tenants, focused on investing in homes and services that reduce tenants' cost of living and includes significant investment in both new and existing affordable housing, while keeping rent increases affordable.

3.3 The approved HRA budget for 2020/21 is derived from the longer-term strategy. It comprises a budgeted revenue income of £103.138m and costs of £92.540m. This enables a budgeted contribution of £6.942m to the Strategic Housing Investment Fund in accordance with the finance strategy for future planned investment after making a £3.656m revenue contribution towards in-year capital investment. The total budgeted contribution from 2020/2021 revenue is £10.598m.

3.4 The portfolio of services under the remit of the Committee have a GF gross revenue budget of £77.550m in 2020/21 which is netted to £0.859m after budgeted income of £76.691m is considered.

3.5 This report provides an update on financial performance against the above revenue budgets. A separate report will be presented to the Council's Finance and Resources Committee on 21 January 2021 setting out the projected position on the Council's HRA and GF Capital Investment Programme.

4. Main report

Housing Revenue Account

4.1 At month seven, the forecast 2020/2021 position for the HRA is balanced with a contribution to in year capital spend of £3.656m and £9.260m currently forecast to be transferred to the Strategic Housing Investment Fund as part of the HRA investment programme future funding strategy. Overall, when looking at the bottom line available for future HRA investment this compares favourably by £2.318m to the budget agreed in February 2020. Forecasts and variances against budget are shown within Appendix 1.

4.2 Most of the variances forecast at month seven, both adverse and favourable are linked to the economic outlook and operational changes in the current Covid-19 era:

Income

4.2.1 The rent collection service has been fully maintained during the Covid-19 emergency. An acceleration in the number of tenants moving to Universal Credit (UC) during the first seven months of the 2020/2021 financial year and a complexity in changes in household incomes has led to lower rental income collected against the projected period figure. Income collection risks continue to be mitigated through early contact and advice and information

being provided to support tenants with changes in their household incomes and for those moving on to UC. Flexible payment methods are available to enable tenants to continue to pay rent at this time. The Department of Work and Pensions has now changed the previous four- week payment schedules for housing costs to align this with the UC payment dates for tenants. This will also help reduce the fluctuations in income due to the current four-week payment schedule and assist tenants with household budgeting.

4.2.2 More broadly, the HRA Business Plan, has made prudent assumptions for the reduction in income expected due to the move to UC, any increases can be managed in year by drawing down on a ringfenced contingency fund. In addition, work is continuing to determine the unbudgeted forecast level of income from Edinburgh Living as settlement of accrued interest incurred by the HRA whilst handed over homes were in development. The overall income recovery position will continue to be monitored closely through the financial year.

Costs

4.2.3 For health and safety reasons in response to the pandemic the repairs and maintenance service, carried out by Housing Property on behalf of the HRA, was scaled back to emergency repairs only. As a result, the volume of jobs completed for the HRA and associated GF income in the first half of this financial year were significantly less than would be projected in a 'normal' year. As advised in the month five update in November 2020 work has now been undertaken to improve this position through planned efficiencies in operating costs, a reduction in the use of external contractors and, linked to Covid-19 recovery, reviewing the adaptation plan and timeline to safely bring service works back online sooner. This has the effect of generating more income on the GF side whilst increasing HRA operational costs due to increased activity earlier than previously assumed. The HRA operational costs however remain forecast to deliver underspends against budget. Modelling of the management plans reported at month five remains on track; the GF net income reduction is now forecast to be £2.150m which is an improvement of £0.150m on the month five forecasted position.

General Fund

4.3 At month seven, the 2020/2021 forecast net pressure within Place GF budgets overall is £0.516m. This is an improvement of £1.194m from the position reported at month five. The improvement is a combination of progress made in delivery of existing agreed management action, service manager efforts to address 'at risk' elements of approved savings and delivery of new measures identified by Place Senior Management Team. Gross pressures of £8.690m have been identified and £8.454m of management actions have been agreed across the Directorate with a commitment to identify additional measure to mitigate against the risk of not delivering a balanced budget for the Directorate as a whole. The month seven forecast reflects the delivery status assessment of agreed management actions.

4.4   At month seven, the forecast position for GF services within the remit of the Committee is a £0.098m over-spend (excluding Covid-19 impact). This in the main represents the 'at risk' element of the approved budget saving of £0.500m in respect of Business Growth and Inclusion third party contractual spend. This is a £0.062m improvement on the reported month five position and reflects ongoing efforts by service managers to bring forward and deliver all appropriate measures to address 'at risk' elements of approved budget savings which have arisen through a material change in circumstances since the 2020/2021 was approved by Council in February 2020.

Savings Delivery – General Fund Approved Savings 2020/2021

4.5   The approved budget savings for Place Directorate in 2020/2021 total £4.508m. Approved savings within the remit of the Committee total £0.990m and relate to Marketing Edinburgh and Business Growth and Inclusion as shown in Appendix 2.

4.6   A risk assessment exercise has been undertaken which indicates that, on the basis of actions planned or already undertaken, £2.230m of the Directorate approved savings including £0.112m of the savings which fall under the jurisdiction of this Committee are 'at risk' of non-delivery within the 2020/2021 financial year. The budget management strategy agreed and being implemented by Place SMT has tried to address this by bringing forward alternative in-year mitigating measures.

5.   Next Steps

5.1   The Place directorate is committed to delivering mitigating management action to address identified budget pressures wherever possible. Progress will be reported to Committee at agreed frequencies.

6.   Financial impact

6.1   The Council's Financial Regulations set out Executive Directors' responsibilities in respect of financial management, including regular consideration of their service budgets. The Executive Director of Place regularly reviews the directorate budget position alongside the identification and implementation of management actions to mitigate budget pressures.

7.   Stakeholder/Community Impact

7.1   Consultation was undertaken as part of the HRA and GF budget setting processes.

7.2   Successful delivery of the HRA budget will support investments to improve the energy efficiency of Council Homes.

8.   Background reading/external references

8.1   HRA Budget Strategy, Finance and Resources Committee, 14 February 2020.

8.2   Revenue and Monitoring Update, Month Three Position, 3 September 2020.

9.   Appendices

9.1   Appendix 1 – Place Directorate - HRA Revenue Projection: 2020/2021 – Month seven forecasted position.

9.2   Appendix 2 - 2020/2021 – GF Approved Savings - Month seven assessment.

Appendix 1 – Place Directorate - HRA Revenue Projection: 2020/2021 – Month seven forecasted position.

			2020/2021	2020/2021	2020/2021
			Budget	Month 7 Forecast	Month 7 Forecast Variance
			£m	£m	£m
Net Income			-103.138	-103.138	0.000
Strategic Housing Investment Fund			6.942	9.260	2.318
Total Income			**-96.196**	**-93.878**	**2.318**
Housing Management			33.339	33.219	-0.120
Repairs and Maintenance			19.691	18.003	-1.688
Environmental Maintenance			2.787	2.663	-0.124
Debt Servicing			36.723	36.337	-0.386
			92.54	90.222	-2.318
Housing Investment (CFCR)			3.656	3.656	0.000
Total Expenditure			**96.196**	**93.878**	**-2.318**
In year contribution to capital expenditure			**10.598**	**12.916**	**2.318**
Note: The reserve draw-down is from the Strategic Investment Fund which is made up of the Repairs and Renewals Reserve and the Council Tax Discount Fund. The forecast draw-down forms part of the approved Capital Investment Programme for 2020/2021. CFCR denotes Capital Funded From Current Revenue.					

Appendix 2 – Housing, Homelessness and Fair Work – General Fund – 2020/2021 – Approved Savings, Efficiencies and Mitigations - Month seven forecasted position.

2020/21 Approved Savings within the remit of Housing, Homelessness and Fair Work.

Saving	Green £m	Amber £m	Red £m	Black £m	Total £m
	Delivered	In Progress	Limited Assurance	At Risk *	
Business Growth and Inclusion.	0.388	0.000	0.000	0.112 MC	0.500
Marketing Edinburgh	0.490	0.000	0.000	0.000	0.490
Total	0.878	0.000	0.000	0.112	0.990
% of Total	89%	0%	0%	11%	100%

*PD = Project Design

*MC= Material Change in Circumstances

GF month seven forecast for services within the remit of the Committee is £0.098m over-spend which is in the main representative of the 'at risk' element of approved savings above.

Housing, Homelessness and Fair Work Committee

10am, Thursday, 14 January 2021

Homelessness and Housing Support - Revenue Monitoring 2020/21 – month seven position

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 Members of the Housing, Homelessness and Fair Work Committee are asked to:

1.1.1 note an overall net residual budget pressure of £14.0m for Communities and Families at month seven;

1.1.2 note that this pressure includes a net residual budget pressure of £9.0m for the Homelessness and Housing Support service;

1.1.3 note that the net pressure of £9.0m relates to the impact of the Covid-19 pandemic;

1.1.4 note that an approved saving of £0.060m in 2020/21 has been assessed as amber, and is at risk of not being delivered until 2021/22;

Andrew Kerr

Chief Executive

Contact: Douglas Pirie, Principal Accountant

E-mail: douglas.pirie@edinburgh.gov.uk | Tel: 0131 529 7227

Report

Revenue Monitoring 2020/21 – month seven position

2.   Executive Summary

2.1   The report sets out the projected month seven revenue monitoring position for the Homelessness and Housing Support service, based on analysis of actual expenditure and income to the end of October 2020, and expenditure and income projections for the remainder of the financial year.

2.2   The projected net residual budget pressure of £9.0m is part of an overall net residual budget pressure of £14.0m for Communities and Families, of which, £12.8m relates to the impact of the Covid-19 pandemic.

2.3   Efforts are being made to identify management action to reduce the budget pressure whilst continuing to address the public health requirements of the pandemic.

3.   Background

3.1   Homelessness and Housing Support is part of the Safer and Stronger Communities service area within the Communities and Families directorate.

3.2   The 2020/21 net budget for Homelessness and Housing Support is £30.7m.

3.3   This report sets out the projected overall position for the Homelessness and Housing Support revenue expenditure budget for 2020/21.

4.   Main report

Overall Position

4.1   The Homelessness and Housing Support service is projecting net budget pressures of £9.0m at month seven, which is related to the Covid-19 pandemic. This is part of an overall net residual budget pressure of £14.0m for Communities and Families.

Budget Pressures £9.0m

4.2   During the Covid-19 pandemic, the Council has used significantly more temporary accommodation to support vulnerable people and ensure that the spread of the virus is minimised amongst the homeless population. The increased use of temporary accommodation has created a significant additional budget pressure, currently projected to be £9.0m.

4.3   The increase in temporary accommodation use is due to three main factors: the provision of additional accommodation for those rough sleeping; the provision of temporary accommodation for people who may have no recourse to public funds; and a lack of move on or settled accommodation across all tenures.

4.4   There is a projected increase of 193,000 bed-nights in bed and breakfast/ shared house and interim accommodation provision in 2020/21 compared with 2019/20.

4.5   Homelessness presentations have fallen since the introduction of lockdown restrictions in March 2020, however, this is not translated into a reduction in people requiring temporary accommodation. Normally, around 60% of homeless presentations result in the service user taking up temporary accommodation. Over the period of the public health crisis, over 90% of those presenting for assistance have required temporary accommodation.

4.6   Due to the Covid-19 emergency the Council and Registered Social Landlords (RSLs) had to stop advertising and letting homes to protect customers and staff. It was not possible for viewing of properties to take place and services such as furniture removals and utility connections were not available to enable people to move into permanent homes.

4.7   The number of settled homes available across all tenures is beginning to pick up, however, there are factors, which at the moment are not quantifiable, that may impact on these figures, for example expected increases in domestic abuse cases, relationship breakdowns and unemployment, and reductions in income due to the impact on the economy.

4.8   The financial impact in 2020/21 will depend on the number of homeless presentations as restrictions are relaxed, and how quickly allocations to permanent accommodation can be made. The net pressure forecast for 2020/21 is currently £9.0m which is related to the impact of Covid-19. This is based on the number of households currently in temporary accommodation, including those previously rough sleeping or using night shelters and those with no recourse to public funds (NRPF). The forecast pressure allows for an element of growth in numbers over the remainder of the financial year.

Savings Delivery – Approved Savings 2020/21 Budget

4.9   An approved budget saving of £0.060m for Homelessness and Housing Support relates to the adoption of the Scottish Government Framework for electricity and gas. Progress in the delivery of the saving is reviewed regularly and an analysis has been undertaken in consultation with senior management. Due to delays on the part

of suppliers, this saving has been assessed as amber and is at risk of not being delivered until 2021/22.

5. Next Steps

5.1 Work is ongoing to identify mitigating measures and to change the current mix of temporary accommodation, reducing the reliance on expensive and unsuitable accommodation.

5.2 The service is currently developing financial plans that seek to address the current £9.0m pressure and work towards the aims of the Rapid Rehousing Transition Plan, which fall into four broad categories:

5.2.1 Prevention of homelessness

5.2.2 Transforming temporary accommodation

5.2.3 Ending rough sleeping

5.2.4 Provision of settled accommodation

5.3 Officers will continue to seek to identify appropriate properties for use as Home Share as instructed by members.

5.4 Officers will work with partners and landlords in the city to increase the availability of suitable temporary accommodation.

6. Financial impact

6.1 The report highlights 2020/21 projected net budget pressures of £9.0m for Homelessness and Housing Support services, which are directly related to the Covid-19 pandemic. This is included in the overall net residual budget pressure of £14.0m for Communities and Families, of which £12.8m relates to the impact of Covid-19.

6.2 This position is subject to active monitoring, management of risks and identification of further mitigation.

6.3 The service is currently developing financial plans that seek to address the current £9.0m pressure and work towards the aims of the Rapid Rehousing Transition Plan. The financial implications will be considered in the 2021/22 budget process.

7. Stakeholder / Community Impact

7.1 There is no direct relevance to the report's contents. The Council undertook a budget engagement exercise when developing the 2020/21 revenue budget.

7.2 There is no direct relevance of the report's contents to impacts on carbon, adaptation to climate change and sustainable development. The Council's revenue budget includes expenditure impacting upon carbon, adaptation to climate change

and contributing to sustainable development. In addition, all budget proposals are now subject to an upfront assessment across these areas.

8.   Background reading / external references

8.1   None.

9.   Appendices

9.1   None.

This page is intentionally left blank

Housing, Homelessness and Fair Work Committee

10am, Thursday, 14 January 2021

Internal Audit: Overdue Findings and Key Performance Indicators at 30 October 2020 – referral from the Governance, Risk and Best Value Committee

Executive/routine
Wards
Council Commitments

1. For Decision/Action

1.1 The Governance, Risk and Best Value Committee has referred the attached report to the Housing, Homelessness and Fair Work Committee for information.

Andrew Kerr

Chief Executive

Contact: Martin Scott / Natalie Le Couteur, Committee Services

E-mail: martin.scott@edinburgh.gov.uk / Natalie.le.couteur@edinburgh.gov.uk

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Referral Report

Internal Audit: Overdue Findings and Key Performance Indicators at 30 October 2020 – referral from the Governance, Risk and Best Value Committee

2.   Terms of Referral

2.1   On the 8 December 2020 the Governance, Risk and Best Value Committee considered a report on Internal Audit Overdue Findings and Key Performance Indicators at 30 October 2020, which provided an overview of the status of the overdue Internal Audit (IA) findings as at 30 October 2020. A total of 126 open IA findings remain to be addressed across the Council as at 30 October 2020. This includes the one remaining historic finding and excludes open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.

2.2   The Governance, Risk and Best Value Committee agreed:

2.2.1   To note the status of the overdue Internal Audit (IA) findings as at 30 October 2020.

2.2.2   To refer the paper to the relevant Council Executive committees and the EIJB Audit and Assurance Committee for information.

2.2.3   To note that in appendix 1, the report by the Chief Internal Auditor at paragraph 4.8 should say increased rather than decreased

3.   Background Reading/ External References

3.1   [Governance, Risk and Best Value Committee – 8 December 2020– Webcast](#)

4.   Appendices

Appendix 1 – report by the Chief Internal Auditor

Governance, Risk, and Best Value Committee

10:00am, Tuesday, 8 December 2020

Internal Audit: Overdue Findings and Key Performance Indicators at 30 October 2020

Item number	
Executive/routine	Executive
Wards	
Council Commitments	

1.   Recommendations

1.1   It is recommended that the Committee notes:

1.1.1   the status of the overdue Internal Audit (IA) findings as at 30 October 2020; and

1.1.2   refers this paper to the relevant Council Executive committees and the EIJB Audit and Assurance Committee for information.

Lesley Newdall

Chief Internal Auditor

Legal and Risk Division, Resources Directorate

E-mail: lesley.newdall@edinburgh.gov.uk | Tel: 0131 469 3216

<div style="background-color:#1560a8;color:white;">

Report

</div>

Internal Audit: Overdue Findings and Key Performance Indicators at 30 October 2020

2. Executive Summary

Open and overdue Internal Audit findings

2.1 Due to the impacts of Covid-19, the last report on overdue IA findings was presented to the Committee in December 2019 and reported the position as at 22 October 2019. A high level update on the position as at 31 March 2020 was also included in the 2019/20 IA annual opinion that was presented to the Committee in August 2020.

2.2 Monthly reporting on overdue IA findings to the Corporate Leadership team (CLT) recommended in October 2020, reporting the position as at 28 September 2020.

2.3 With regard to resolution of the 26 historic overdue findings reopened in June 2018, only one overdue finding remains and validation of this is in progress.

2.4 A total of 126 open IA findings remain to be addressed across the Council as at 30 October 2020. This includes the one remaining historic finding and excludes open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.

2.5 Of the 126 currently open IA findings:

2.5.1 a total of 65 (52%) are open, but not yet overdue;

2.5.2 61 (48%) are currently reported as overdue as they have missed the final agreed implementation dates. This reflects an increase of 6% in comparison to the October 2019 position (42%).

2.5.3 72% of the overdue findings are more than six months overdue, reflecting an increase of 6% in comparison to October 2019 (66%) with 28% aged between six months and one year and 44% more than one year overdue.

2.5.4 The historic position (more than one year overdue) has improved in comparison to the October 2019, with a decrease from 66% to 44% evident, reflecting increased management focus on this population.

2.5.5 evidence in relation to 10 of the 61 overdue findings is currently being reviewed by IA to confirm that it is sufficient to support closure; and

2.5.6 51 overdue findings still require to be addressed.

2.6   Whilst good progress continues with resolution of all but one of the reopened historic overdue findings and findings that are more than one year overdue, it is important to ensure that management continues to focus on timely implementation of agreed management actions supporting the remaining population of open and overdue findings. This should result in an improvement in the ageing profile of overdue findings and will help to ensure that the Council is not exposed to the risks associated with these findings for a significant period of time.

2.7   The number of overdue management actions associated with open and overdue findings where completion dates have been revised more than once since July 2018 is 71, reflecting an increase of 38 when compared to the October 2019 position. This excludes the four month date extension that was applied to reflect the impact of Covid-19.

Key Performance Indicators

2.8   Recognising the impacts of Covid-19, IA key performance indicators (KPIs) have not been applied to the Covid-19 audits completed by IA during the period July to October 2020.

2.9   KPIs will now be applied to delivery of the remaining audits included in the refreshed 2020/21 IA annual plan approved by the Committee in September 2020. Whilst the KPIs will be applied, the ongoing Covid-19 impacts on the areas being audited will also be considered.

3.   Background

3.1   Overdue findings arising from IA reports are reported monthly to the Corporate Leadership Team (CLT) and quarterly to the GRBV Committee.

3.2   This report specifically excludes open and overdue findings that relate to the Edinburgh Integration Joint Board (EIJB) and the Lothian Pension Fund (LPF). These are reported separately to the EIJB Audit and Assurance Committee and the Pensions Audit Sub-Committee respectively.

3.3   Findings raised by IA in audit reports typically include more than one agreed management action to address the risks identified. IA methodology requires all agreed management actions to be closed in order to close the finding.

3.4   The IA definition of an overdue finding is any finding where all agreed management actions have not been evidenced as implemented by management and validated as closed by IA by the date agreed by management and IA and recorded in relevant IA reports.

3.5   The IA definition of an overdue management action is any agreed management action supporting an open IA finding that is either open or overdue, where the individual action has not been evidenced as implemented by management and validated as closed by IA by the agreed date.

3.6 Where management considers that actions are complete and sufficient evidence is available to support IA review and confirm closure, the action is marked as 'implemented' by management on the IA follow-up system. When IA has reviewed the evidence provided, the management action will either be 'closed' or will remain open and returned to the relevant owner with supporting rationale provided to explain what further evidence is required to enable closure.

3.7 A 'started' status recorded by management confirms that the agreed management action remains open and that implementation progress ongoing.

3.8 A 'pending' status recorded by management confirms that the agreed management action remains open with no implementation progress evident to date.

3.9 An operational dashboard has been designed to track progress against the key performance indicators included in the IA Journey Map and Key Performance Indicators document that was designed to monitor progress of both management and Internal Audit with delivery of the Internal Audit annual plan. The dashboard is provided monthly to the Corporate Leadership Team to highlight any significant delays that could potentially impact on delivery of the annual plan.

4. Main report

4.1 The 126 open IA findings across the Council have been split into the following two categories to enable separate monitoring and reporting of the historic findings that were reopened in June 2018:

4.1.1 Current findings (125 in total) shows progress with findings raised, tracked, and reported on as part of the routine IA assurance cycle; and

4.1.2 Historic overdue findings (1 in total) highlight progress with closure of the 26 historic findings that were reopened in June 2018.

4.2 A total of 61 open IA findings (60 current and 1 historic) are overdue.

4.3 The movement in open and overdue IA findings during the period 22 October 2019 to 30 October 2020 is as follows:

Analysis of changes between 22/10/19 and 30/10/20					Analysis at 30/10/20	
	Position 22/10/19	Added	Closed	Position 30/10/20	Current	Historic reopened
Open	101	69	(44)	126	125	1
Overdue	42	51	(32)	61	60	1

Appendix 1 provides a graphic of the analysis detailed at 4.1 and 4.2 above.
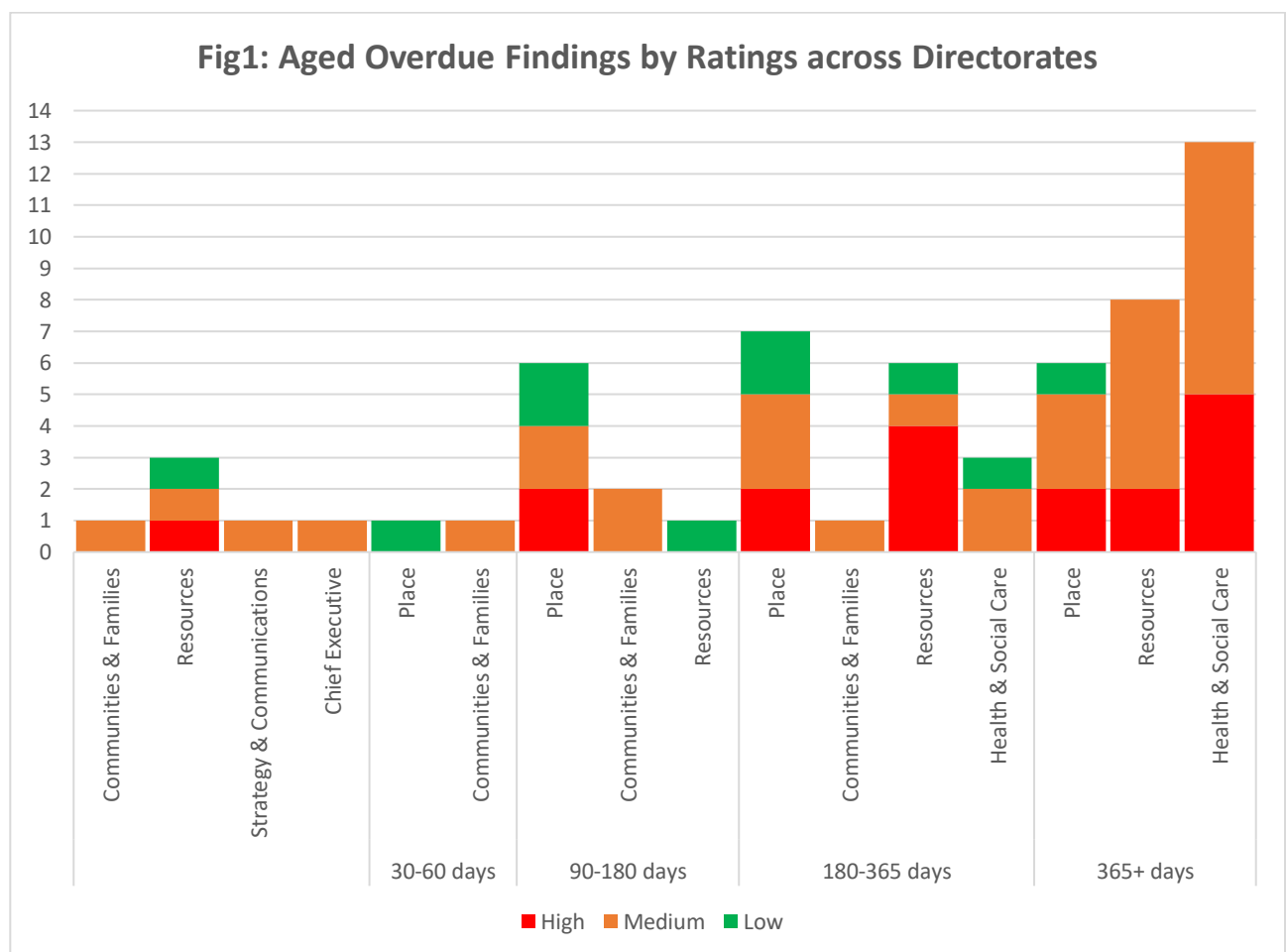
Current Overdue Findings

4.4   Of the 126 currently open findings, 61 (48%) comprising 18 High; 33 Medium; and 10 Low rated findings are now 'overdue'.

4.5   However, IA is currently reviewing evidence to support closure of 10 of these findings (3 High, 5 Medium and 2 Low), leaving a balance of 51 overdue findings (15 High; 28 Medium; and 8 Low) still to be addressed.

Historic Overdue Findings

4.6   IA is currently reviewing evidence recently provided to support closure of the one final remaining medium rated historic finding. This work will be completed by December 2020.

Overdue findings ageing analysis

4.7   Figure 1 illustrates the ageing profile of all 61 current and historic overdue findings by rating across directorates as at 30 October 2020.

Fig1: Aged Overdue Findings by Ratings across Directorates

4.8   This analysis of the ageing of the 61 overdue findings outlined below highlights that Directorates continue to make good progress with resolving findings between six months and one-year overdue, as the proportion of those findings, has significantly decreased. However, there has been an increase in the proportion of findings less

than six months overdue, as well as a rise in the proportion of findings that are overdue by more than one year.
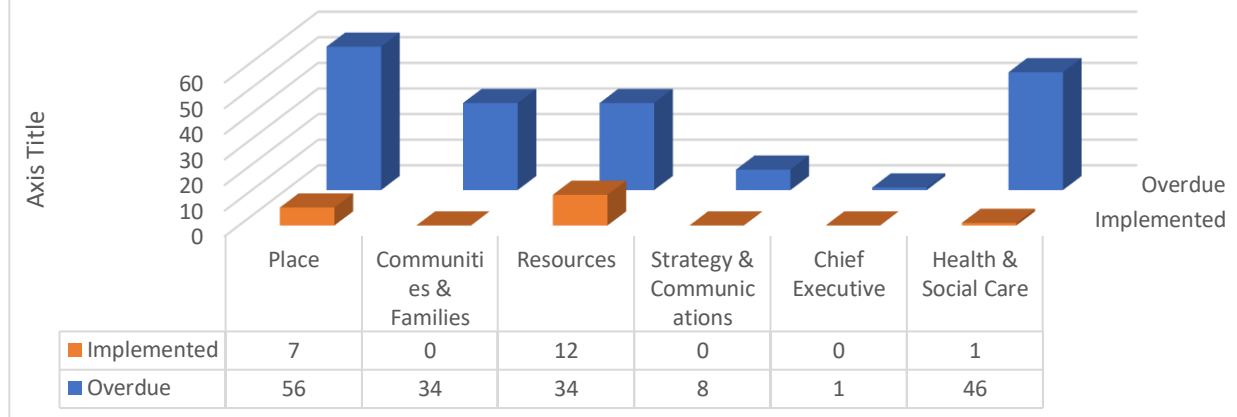
- 8 (13%) less than 3 months (90 days) overdue, in comparison to 26% as at October 2019;

- 9 (15%) between 3 and 6 months (90 and 180 days) overdue, in comparison to 7% as at October 2019;

- 17 (28%) between 6 months and one year (180 and 365 days) overdue, in comparison to 16% as at October 2019; and

- 27 (44%) more than one year overdue, in comparison to 50% as at October 2019.

It should be noted that findings more than 180 days old include the one remaining medium rated historic finding to be closed (see 4.6 above) that is currently being reviewed by IA.

Agreed Management Actions Analysis

4.9   The 126 open IA findings are supported by a total of 376 agreed management actions. Of these, 179 (48%) are overdue as the completion timeframe agreed with management when the report was finalised has not been achieved. This reflects a 16% increase from the October 2019 position (32%).

4.10   Of the 179 overdue management actions, 20 have a status of 'implemented' and are currently with IA for review to confirm whether they can be closed, leaving a balance of 159 to be addressed.

4.11   Appendix 2 provides an analysis of the 179 overdue management actions highlighting:

- their current status as at 30 October 2020 with:
    - 20 implemented actions where management believe the action has been completed and it is now with IA for validation;
    - 119 started where the action is open, and implementation is ongoing; and
    - 40 pending where the action is open with no implementation progress evident to date.
- 44 instances (24%) where the latest implementation date has been missed; and
- 76 instances (42%) where the implementation date has been revised more than once.

4.12   Figure 2 illustrates the allocation of the 179 overdue management actions across Directorates, and the 20 that have been passed to IA for review to confirm whether they can be closed.

Figure 2: Overdue and Implemented Management Actions by Directorate

	Place	Communities & Families	Resources	Strategy & Communications	Chief Executive	Health & Social Care
■ Implemented	7	0	12	0	0	1
■ Overdue	56	34	34	8	1	46

Revised Implementation Dates

4.13 Figure 3 illustrates that there are currently 78 open management actions (including those that are overdue) across directorates where completion dates have been revised between one and five times since July 2018. This number excludes the automatic extension applied by IA to reflect the impact of Covid-19.

4.14 This reflects an increase of 45 in comparison to the position reported in October 2019 (33).

4.15 Of these 78 management actions, 28 are associated with High rated findings; 43 Medium; and 7 Low, with the majority of date revisions in Health and Social Care directorate.

Figure 3 - management actions with more than one revised completion date since July 2018
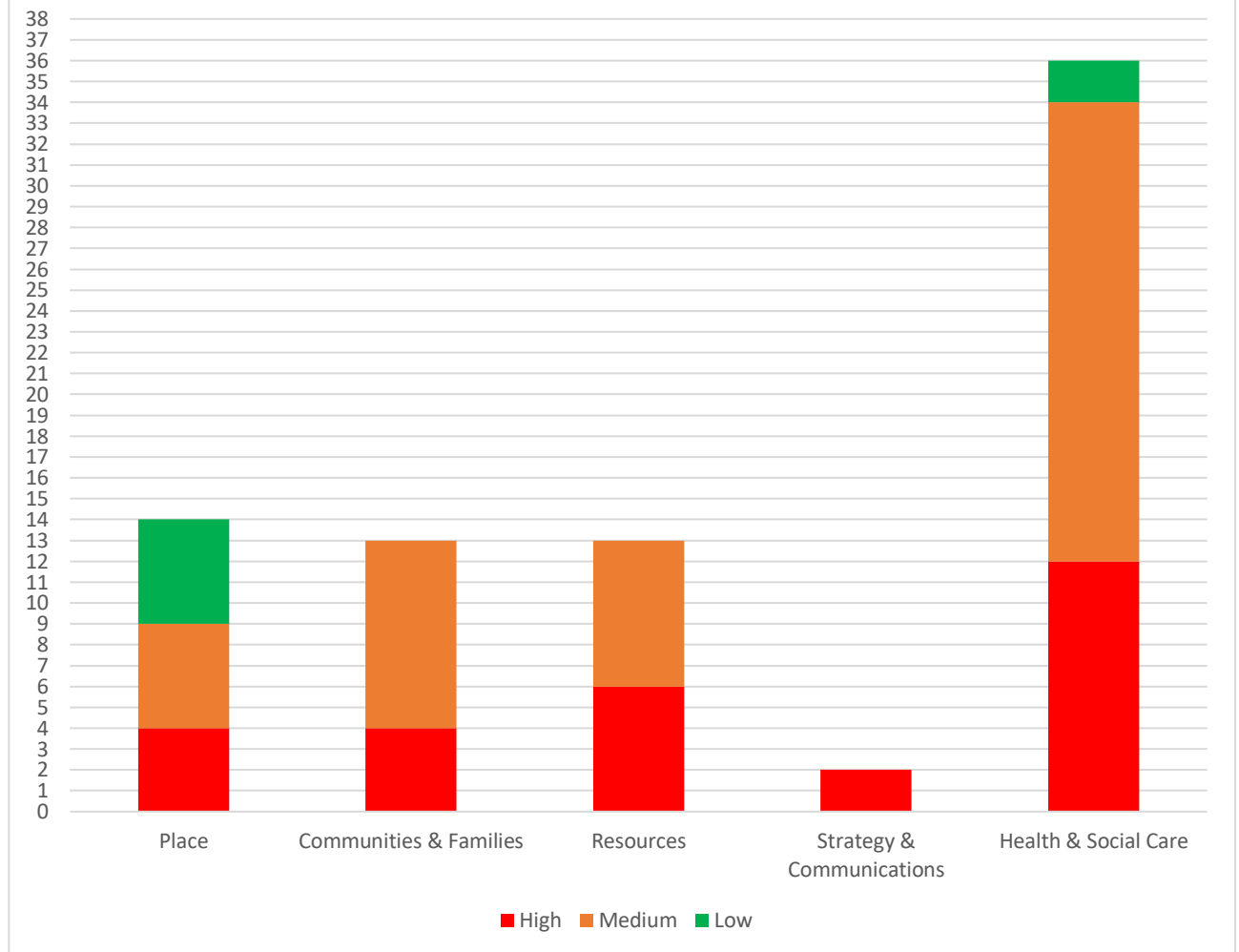
4.16   Given the timeframes involved in reviewing open IA findings with directorates as part of the revisiting IA extension timeframes exercise, the full population of amendments to overdue findings has not been reflected in this paper. Where relevant, overdue management actions included in Appendix 2 have been manually updated to reflect extension timeframes outcomes.

Key Performance Themes Identified from the IA Dashboard

4.17   The IA dashboard has not been applied since April 2020 as the annual IA plan was paused to enable the Council to focus on implementation of Covid-19 resilience activities. The dashboard will be reinstated to support delivery of the IA annual plan with effect from October 2020.

5.   Next Steps

5.1   IA will continue to monitor the open and overdues findings position, providing monthly updates to the CLT and quarterly updates to the Governance, Risk and Best Value Committee.

6.   Financial impact

6.1   There are no direct financial impacts arising from this report, although failure to close findings and address the associated risks in a timely manner may have some inherent financial impact.

7.   Stakeholder/Community Impact

7.1   If agreed management actions supporting closure of Internal Audit findings are not implemented, the Council will be exposed to the service delivery risks set out in the relevant Internal Audit reports. Internal Audit findings are raised as a result of control gaps or deficiencies identified during reviews therefore overdue items inherently impact upon effective risk management, compliance and governance.

8.   Background reading/external references

8.1   Internal Audit report - Historic Internal Audit Findings - May 2018 Committee - Item 7.3

8.2   Internal Audit Report – Overdue Findings and Late Management Responses as at 22 October 2019 – December 2019 Committee - Item 11

9.   Appendices

9.1   Appendix 1 – Graphic of Open and Overdue IA Findings

9.2   Appendix 2 – Internal Audit Overdue Management Actions

Appendix 1 - Internal Audit Open and Overdue findings position as at 30th October 2020
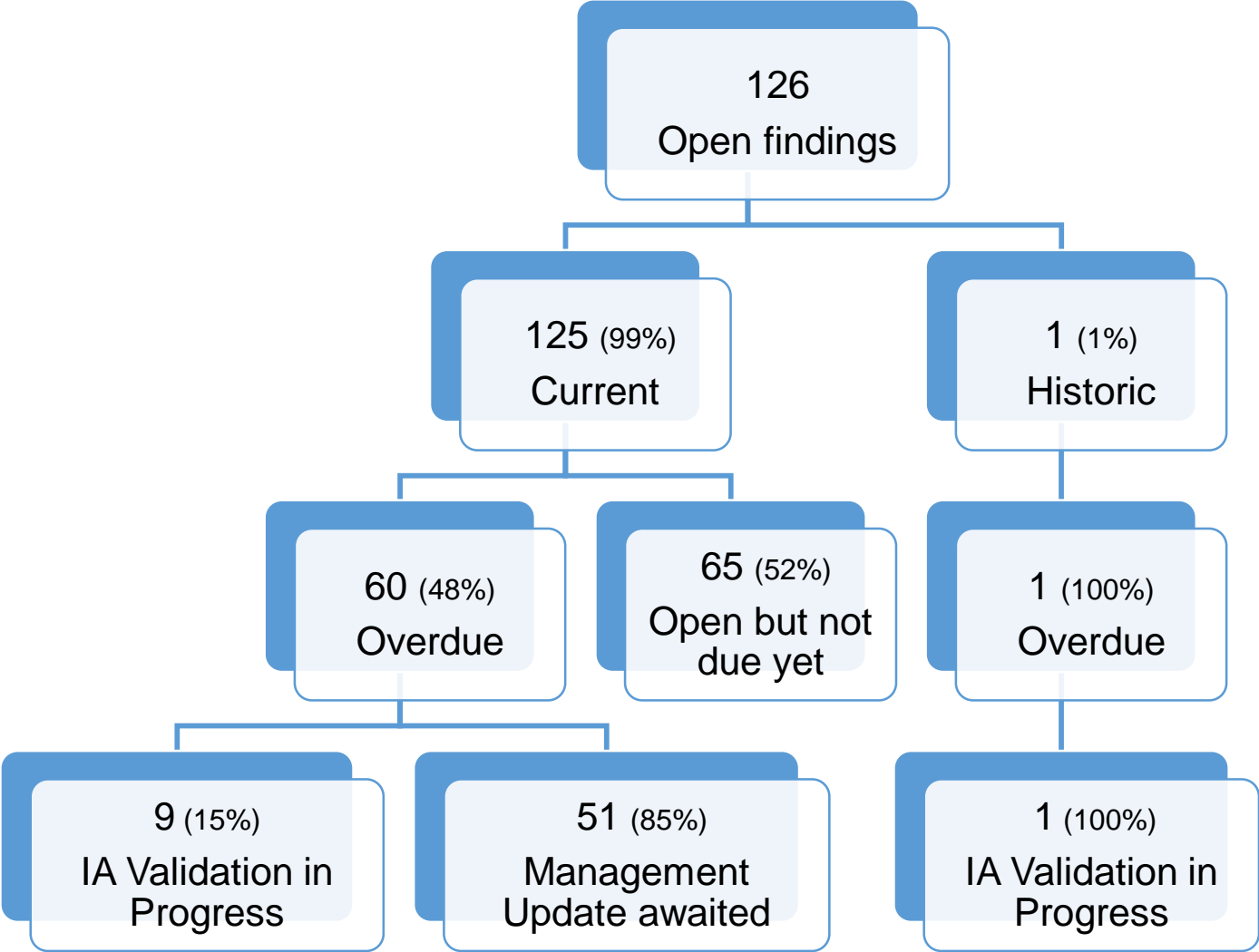
Appendix 2 - Internal Audit Overdue Management Actions

Glossary of terms

1. Project – This is the name of the audit report.
2. Owner – The Executive Director responsible for implementation of the action.
3. Issue Type – This is the priority of the audit finding, categorised as Critical; High; Medium; or Low
4. Issue – This is the name of the finding.
5. Status – This is the current status of the management action. These are categorised as:
   - Pending (the action is open and there has been no progress towards implementation),
   - Started (the action is open and work is ongoing to implement the management action), and
   - **Implemented** (the service area believes the action has been implemented and this is with Internal Audit for validation).
6. Agreed Management action – This is the action agreed between Internal Audit and Management to address the finding.
7. Estimated date – the original agreed implementation date.
8. Revised date – the current revised date. **Red** formatting in the dates field indicates the last revised date is overdue.
9. Number of revisions – the number of times the date has been revised since July 2018. **Amber** formatting in the dates field indicates the date has been revised more than once.
10. Contributor – Officers involved in implementation of an agreed management action.

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
1	Portfolio Governance Framework CE1801 Issue 1: Project and portfolio management and scrutiny Paul Lawrence, Executive Director of Place and SRO	**High**	CE1801 Issue 1.2: Completeness and accuracy of project reporting Implemented	It was agreed at the Council's Change Board on 17 April 2019 that the management actions detailed above would be implemented by each Directorate (with the exception of the Health and Social Care Partnership where scrutiny of change and major projects is performed by the Edinburgh Integration Joint Board) and Strategy and Communications	**Estimated Date: 31/12/2019 Revised Date: 01/05/2020 No of Revisions 0**	Alison Coburn David Givan George Gaunt Laurence Rockey Simone Hislop

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
2	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Stephen Moir, Executive Director of Resources	**High**	CF1901 Issue 2.3(c): Risk Based Annual Address Checks Implemented	The Transactions Team is currently engaging the Council's Business Transformation team to explore intelligent automation options for completing annual checks. Should this solution not be feasible, a risk-based methology will be developed and documented to determine scope and extent of future checks.	**Estimated Date: 30/06/2020 Revised Date: 01/11/2020 No of Revisions 0**	Alison Roarty Jane MacIntyre Layla Smith Michelle Vanhegan Neil Jamieson Nicola Harvey Ruth Currie Sheila Haig
3	Historic Unimplemented Findings MIS1601 - issue 1 Budgetary Impact Stephen Moir, Executive Director of Resources	**Medium**	Recommendation 1 - Budgetary Impact Implemented	The R&M budget for 2016/17 will be closely monitored as services are now procured direct from suppliers and an imbedded due diligence process has been developed. This will inform the budget setting process, but it should, however, be noted that this has historically been based on availability and not need.	**Estimated Date: 31/03/2017 Revised Date: 29/06/2018 No of Revisions 0**	Audrey Dutton Gohar Khan Layla Smith Michelle Vanhegan Murdo MacLeod Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
4 Page 201	ICT System Access Rights CW1809 Financial Systems Access Controls - Development of Overarching Action plan Stephen Moir, Executive Director of Resources	**High**	CW1809 - Development of Overarching Action plan Implemented	Digital Services has confirmed that they will own the findings raised from this review and will work (in conjunction with other divisions such as information governance; finance; and human resources) to create an appropriate action plan to address the risks identified. The action plan will initially focus only on the Council's key financial systems and will consider all of the recommendations made by Internal Audit in this report. It is also acknowledged that the risks that have been highlighted are not exclusively limited to financial systems and could also extend to the Health and Social Care Partnership (the Partnership). Consequently, the action plan will include guidance to be applied by all system administrators across the Council. This will be communicated and shared with the expectation that it will be applied across all systems and divisions, including those that deliver services on behalf of and provide support to the Partnership. Following distribution of the guidance, discussions will be held with Internal Audit to determine whether the remaining systems used across the Council should be subject to a separate audit to confirm whether the user administration guidance is being consistently applied. Once the plan has been prepared and resources to support implementation identified and agreed with relevant divisions, timeframes for implementation of individual system plan actions will be discussed and agreed with Internal Audit. The plan will be prepared by March 2020.	**Estimated Date: 28/02/2020 Revised Date: 01/07/2020 No of Revisions 0** **Agreed date to be extended as part of IA Extension Timeframes exercise – date to be advised by Service.**	Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
5	Digital Services Change Initiation CW1901 Change Initiation: Issue 2 - Actions and responsibilities in the Partnership Board report Stephen Moir, Executive Director of Resources	**Low**	CW1901 Recommendation 2.1.1 - Reporting rationale for significant delays to the Partnership Board Implemented	Agreed – will be implemented as recommended by Internal Audit.	**Estimated Date: 30/09/2020 Revised Date:** **No of Revisions 0**	Alison Roarty Derek Masson Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey
6	Digital Services Change Initiation CW1901 Change Initiation: Issue 2 - Actions and responsibilities in the Partnership Board report Stephen Moir, Executive Director of Resources	**Low**	CW1901 Recommendation 2.1.2 - Reporting themes impacting change requests to the Partnership Board Implemented	Agreed – will be implemented as recommended by Internal Audit.	**Estimated Date: 30/09/2020 Revised Date:** **No of Revisions 0**	Alison Roarty Derek Masson Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
7	Lone working HSC1902: Lone Working - Issue 5: Health and Safety Risk Management and Covid-19 Impacts Judith Proctor, Chief Officer	**Medium**	HSC1902: Issue 5.1(b) - COVID-19 lone worker risk assessments Implemented	A reminder will be issued to all Partnership localities and services to request that all current risk assessments are reviewed to ensure they take account of the changing working environment. Further changes to risk assessment templates and procedures will be addressed as part of the wider detailed action plan.	**Estimated Date: 30/09/2020 Revised Date:** **No of Revisions 0**	Angela Lindsay Angela Ritchie Cathy Wilson Deborah Mackle Helen Elder Mike Massaro-Mallinson Moira Pringle Nikki Conway Tom Cowan
9	Non-Housing Invoices Schedule of Rates Stephen Moir, Executive Director of Resources	**Medium**	New non-housing contractor framework Implemented	The non-Housing contractor framework will be re-tendered during 2017. The inclusion of detailed best-value and due-diligence options will be considered as part of the process. This may include schedule of rates, gain share, penalties etc or a combination.	**Estimated Date:31/08/2017 Revised Date:31/03/2019 No of Revisions 2**	Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Murdo MacLeod Peter Watton
9	Non-Housing Invoices Availability of documentation Stephen Moir, Executive Director of Resources	**Medium**	CAFM Implemented	It is anticipated that CAFM will be in operational use (services being implemented on a rolling programme thereafter) in early 2017 with a non-Housing R&M implementation process in place for FY 2017/18	**Estimated Date: 01/04/2017 Revised Date: 31/08/2018 No of Revisions 1**	Audrey Dutton Gohar Khan Layla Smith Michelle Vanhegan Murdo MacLeod Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
10	Local Development Plan Financial Modelling Paul Lawrence, Executive Director of Place and SRO	**High**	Funding Implemented	Challenge of infrastructure proposals will be performed at the LDP Action Programme oversight group. Complete and agree Financial Model of 2018 LDP Action Programme Annual Report to CLT and F&R Committees Prepare update to Financial Model in line with next LDP project plan.	**Estimated Date: 31/03/2018** **Revised Date: 01/10/2020** **No of Revisions 2**	Alison Coburn Claire Duchart David Leslie David Givan George Gaunt Kate Hopper Michael Thain Sandra Harrison
	Local Development Plan Governance arrangements over infrastructure appraisals Paul Lawrence, Executive Director of Place and SRO	**Medium**	Infrastructure Governance arrangements Implemented	Establish and agree appropriate roles, resources and the responsibilities for delivery the above matters as an early action in the project plan for LDP 2. Oversight will be provided by the Project Board to ensure that all individual appraisals performed across Service Areas have applied these recommendations. (sept 18)	**Estimated Date: 31/03/2018** **Revised Date: 01/10/2020** **No of Revisions 2**	Alison Coburn Claire Duchart David Leslie David Givan George Gaunt Kate Hopper Michael Thain Sandra Harrison

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
12	Planning and S75 Developer Contributions End to end developer contribution processes, procedures, and training Paul Lawrence, Executive Director of Place and SRO	**High**	PL 1802 Iss 2 Rec 2.1 process documentation, guidance, and standardised documentation Implemented	Planning is working with Finance and Legal Service on a number of key areas of the end to end process. Significant progress has been made including; the pilot and use of a transport officer proforma, to identify and detail infrastructure requirements: and the introduction of standard legal agreements. Planning continues to work with legal services to finalise developer contribution templates for planning officers and this will inform a standardised approach to key consultee infrastructure requests. All Internal Audit recommendations will be implemented as detailed above (with the exception of 3), with Planning leading the process. As an alternative to IA recommendation 3, the rationale detailing why either no agreement; or a section 69 or 75 agreement has been developed and applied, will be documented.	**Estimated Date: 31/03/2020 Revised Date: 01/08/2020 No of Revisions 0**	Alison Coburn Alison Henry Annette Smith Bruce Nicolson David Leslie David Givan George Gaunt Graham Nelson Hugh Dunn Kevin McKee Michael Thain Michelle Vanhegan Nick Smith Rebecca Andrew
13	Waste & Cleansing Services - Performance Management Framework PL1807 Issue 1: Waste and Cleansing Performance Management Framework Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1807 1.1 Waste and Cleansing budget uplift Implemented	Finance colleagues will be engaged to ensure that the Waste and Cleansing budget is rebased to reflect actual demographic changes and includes street cleansing.	**Estimated Date: 29/05/2020 Revised Date: 01/10/2020 No of Revisions 0**	Alison Coburn Andy Williams David Givan Gareth Barwell George Gaunt Karen Reeves

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
14	Waste & Cleansing Services - Performance Management Framework PL1807 Issue 1: Waste and Cleansing Performance Management Framework Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1807 1.2 Performance Indicators Implemented	This indicator will be included as a question in quarterly survey and the results included in annual Waste and Cleansing performance reports. The next annual Waste and Cleansing performance report is due to be presented to the Transport and Environment Committee in May 2020.	**Estimated Date: 29/05/2020 Revised Date: 01/10/2020 No of Revisions 0**	Alison Coburn Andy Williams David Givan Gareth Barwell George Gaunt Karen Reeves
15	Waste & Cleansing Services - Performance Management Framework PL1807 Issue 1: Waste and Cleansing Performance Management Framework Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1807 1.3 Waste and Cleansing Policy Implemented	The Policy Handbook will not be updated to reflect items suitable for inclusion in residual waste bins as it is not updated frequently enough to ensure that this information would be up to date and accurate. A clearer link to the Scottish Government's Code of Practice on Litter and Refuse guidance will be included in all customer communications and on the website.	**Estimated Date: 27/12/2019 Revised Date: 01/11/2020 No of Revisions 1**	Alison Coburn Andy Williams David Givan Gareth Barwell George Gaunt

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
16	Property Maintenance Monitoring of outstanding jobs Stephen Moir, Executive Director of Resources	**Medium**	Monitoring of outstanding jobs Implemented	The AS400 system does not allow recoding or reporting on completion until invoice stage. Contractors are already confirming when jobs complete to agreed SLAs (M&E in particular). This includes outstanding jobs. New contracts being procured will require all contracts to report on performance, but this is not anticipated to be complete until end 2017 by which time CAFM will also be in place. CAFM will support monitoring of outstanding works orders. In the meantime, as noted in Finding 2, an interim monitoring/tracking process has been developed for condition survey high risk/urgent items	**Estimated Date: 31/12/2017** **Revised Date: 31/05/2019** **No of Revisions 3**	Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Murdo MacLeod Peter Watton
17	Supplier Management Framework and CIS Payments RES1809 Issue 2: Contracts and Grants Management Strategic Direction Stephen Moir, Executive Director of Resources	**High**	RES1809 Issue 2.1: Identification of High-Risk Contracts and Contracts and Grants Management Capacity Implemented	Currently, there are approximately 120 Tier 1 contracts on the Council's contract register, and 291 Tier 2 contracts. The C&GM Team will assist services in identifying those contracts they have which should be categorised as either Tier 1 or Tier 2, and this will be dealt with under the Council's contract management framework, including at contract mobilisation post contract award. This work will be dependent upon active service area engagement. Commercial and Procurement Services will shortly be commencing a review of the Council's current Commercial and Procurement Strategy (2016-2020), which will be submitted to the Finance and Resources Committee for adoption in March 2020. This will include detail on how the operational work of the team will support the strategy, including the work of the C&GM Team. A suitable section will be included in the Strategy around contract management support/training, including an estimated number of compliance reviews that are to be undertaken and the Directorates to which they relate, and if practicable specific contracts. Compliance with the strategy is reported annually to Finance and Resources Committee, in August, so this will enable annual monitoring against this.	**Estimated Date: 30/09/2020** **Revised Date: 01/02/2021** **No of Revisions** **0**	Annette Smith Gavin Brown Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
18	New Facilities Management Service Level Agreement RES1814 - Facilities Management SLA: Janitorial Services Governance Framework Stephen Moir, Executive Director of Resources	**High**	Facilities Management SLA: Issue 1.1 Key Performance Indicators Implemented	A suite of KPI's is currently being developed in conjunction with the Communities & Families. While an element of these are service led, Facilities Management are keen to ensure a customer led component to these. These KPI's will be based on industry standards and will be linked to Facilities Management performance data and the outcomes of quality assurance reviews. Once agreed, KPI's will be communicated through training sessions, web updates and included in the SLA and janitorial handbook which is distributed both to staff and to our customers and key stakeholders. Monthly dashboards will be produced highlighting performance against indicators. These will be both for internal service use and for customer reporting.	**Estimated Date: 31/03/2020 Revised Date: 01/08/2020 No of Revisions 0** **Agreed date to be extended as part of IA Extension Timeframes exercise – date to be advised by Service.**	Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Peter Watton
19	New Facilities Management Service Level Agreement RES1814 - Facilities Management SLA: Janitorial Services Governance Framework Stephen Moir, Executive Director of Resources	**High**	Facilities Management SLA: Issue 1.3 Ongoing quality assurance reviews Implemented	Ongoing quality assurance reviews will be established as described above. In addition to using these to measure the efficacy of our SLA delivery, these are required as part of the ISO 9001/45001 certification process and designed to give us comfort over the robustness of our policies, procedures and supporting documentation.	**Estimated Date: 31/03/2020 Revised Date: 01/08/2021 No of Revisions 1**	Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
20	Asset Management Strategy and CAFM system 18/19 RES1813 Asset Management Strategy and CAFM: Issue 1 - Council Property Strategy Stephen Moir, Executive Director of Resources	**High**	1.2 - Property Aspects of Major Projects Implemented	P&FM will recommunicate the requirement for business cases to be developed through the Asset Investment Groups; request that Strategy and Communications include it in the Strategic Change and Delivery project management toolkit; and have oversight of ensuring P&FM have input into any property changes at the Change Board. P&FM will comment on all known business cases and provide estimates of property whole life costs (not just R&M costs). For smaller projects, such as the siting of a portacabin on school grounds to accommodate increased pupil numbers, Properties and Facilities Management will design a process and supporting funding protocols to ensure that P&FM are consulted at an early stage to enable revenue costing to be prepared for the client service (for example, where additional janitorial and cleaning services are required) and for the source of funding to be established and agreed. The process and supporting funding protocols will be shared with all Directorates and Heads of Service for discussion and agreement.	**Estimated Date: 31/03/2020 Revised Date: 01/08/2020 No of Revisions 0**	Andrew Field Audrey Dutton Gohar Khan Layla Smith Lindsay Glasgow Michelle Vanhegan Peter Watton
21	Portfolio Governance Framework CE1801 Issue 1: Project and portfolio management and scrutiny Laurence Rockey, Head of Strategy & Communications	**High**	CE1801 Issue 1.4: Whole of life toolkit Pending	Strategic Change and Delivery will include guidance for project managers on whole life costing based on the approach adopted by finance	**Estimated Date: 29/05/2020 Revised Date: 01/10/2020 No of Revisions 0**	Alison Henry Gillie Severin Hugh Dunn Rebecca Andrew Simone Hislop

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
22	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901: Issue 1.1(a) - Review of Schools Admissions Policy Pending	Following review, the policy will be presented to the Education, Children and Families committee for review and approval. The Executive Director of Communities & Families will be the policy owner, with the Senior Education Officer responsible for operational review and oversight.	**Estimated Date: 30/04/2020 Revised Date: 31/12/2020 No of Revisions 1** Current revised date agreed as part of extension exercise	Andy Gray Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie
23	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901 Issue 2.1(a): Committee on Pupil Student Support Recording of Officer Review Pending	Communities and Families, Committee Services and Transactions will ensure the officer review of the annual placing request list and the rationale supporting recommendations made to the Committee on Pupil Student Support from 2020 onwards is formally documented.	**Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
24	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901 Issue 2.3(a): Validation of Registration & Enrolment Applications Pending	A reminder will be sent to all schools to reinforce the requirement to confirm that adequate and valid evidence is provided to support all registrations and enrolments, including two matching proofs of address aligned with the address provided in the application.	**Estimated Date: 30/06/2020 Revised Date: 22/02/2021** **No of Revisions1** Current revised date agreed as part of extension exercise	Andy Gray Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie
25	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901 Issue 2.3(b): Quality Assurance Checks in Schools Pending	Schools business managers will be instructed to undertake sample quality assurance checks of evidence obtained from parents to support applications to ensure compliance with procedures. This will include completion of checks prior to completion of enrolment processes. Checking of completion will form part of the Communities and Families Self-Assurance Framework from 2021 onwards.	**Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Andy Gray Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
26	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901 Issue 2.4: Managing Conflicts of Interest Pending	Guidance will be developed for use in all schools to ensure any conflicts of interest are recorded and managed appropriately. This will include Business Manager review and Head Teacher sign off where necessary.	**Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Andy Gray Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie
27	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention Alistair Gaw, Executive Director of Communities and Families	**Medium**	CF1901: Issue 4.1: Access to Personal Data Pending	Files and shared folders will be reviewed, and appropriate access permissions and password controls implemented.	**Estimated Date: 31/07/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
28	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention Alistair Gaw, Executive Director of Communities and Families	**Medium**	CF1901: Issue 4.2: Secure Email Transmission Pending	The Information Governance Unit and Digital Services will be engaged to discuss the recipients; nature and sensitivity of information transmitted via email to establish whether the current method is appropriately secure or whether additional steps are required. This will include consideration of email data classification labels where deemed appropriate.	**Estimated Date: 30/09/2020 Revised Date: 01/02/2021 No of Revisions 0**	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir
29	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention Alistair Gaw, Executive Director of Communities and Families	**Medium**	CF1901: Issue 4.3: Data Sharing Agreements Pending	The Information Governance Unit will be consulted to determine if data sharing agreements which meet these requirements, are currently in place with Midlothian, East Lothian and West Lothian Councils. If current agreements are not in place, or do not cover the required categories of data, specific data sharing agreements will be established.	**Estimated Date: 30/09/2020 Revised Date: 01/02/2021 No of Revisions 0**	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
30	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention Alistair Gaw, Executive Director of Communities and Families	**Medium**	CF1901: Issue 4.4(a): Document Retention & Disposal; All Services Pending	The Information Governance Unit will be engaged to confirm data retention and disposal requirements. Where necessary the data retention schedule will be updated. Document retention and disposal requirements will be reinforced across all services processing admissions and appeals including schools. All appeals information currently retained out with the relevant period will be destroyed in line with the Council's disposal guidelines and a retention schedule and destruction log maintained.	**Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir
31	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention Alistair Gaw, Executive Director of Communities and Families	**Medium**	CF1901: Issue 4.4(b): Document Retention & Disposal; Schools Pending	A communication will be issued to schools to request that retention schedules and destruction logs are established to ensure records are managed and disposed of in line with the Council's retention schedule.	**Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Andy Gray Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
32	Payments and Charges CW1803 Payments and Charges Issue 4: Processing and recording Licensing Fees Paul Lawrence, Executive Director of Place and SRO	**Medium**	CW1803 Rec. 4.2 - Quality checking Pending	Licensing has existing assurance procedures for monitoring noncompliance with core procedures and processes. These will be reviewed to identify whether additional quality assurance is required proportionate to the level of risk. Any revision of the procedures will be focused on those aspects of the processes which present higher levels of legal risk and will use existing assurance data to identify areas that would benefit from more robust scrutiny. Longer term upgrades to the APP Civica Licensing should reduce the risks in this area. The review and proposed revision of assurance procedures will be agreed with Internal Audit to ensure that this risk is fully addressed.	**Estimated Date: 20/12/2019 Revised Date: 01/05/2020 No of Revisions 0**	Alison Coburn Andrew Mitchell David Givan Gavin Brown George Gaunt Michael Thain Sandra Harrison
Page 215	Payments and Charges CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees Paul Lawrence, Executive Director of Place and SRO	**Medium**	CW1803 Rec. 5.1 - Process for updating fees and charges in the Apply system Pending	Current processes and UAT (User Acceptance Testing) mechanisms do exist for updating permit prices. However, these will be reviewed and enhanced with better recording of processes and outcomes. A new procedure regarding the change of permit price process on NSL Apply will be implemented.	**Estimated Date:29/05/2020 Revised Date:01/10/2020 No of Revisions 0**	Alison Coburn David Givan Ewan Kennedy Gavin Brown Gavin Graham George Gaunt Michael Thain Sandra Harrison

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
34	Payments and Charges CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees Paul Lawrence, Executive Director of Place and SRO	**Medium**	CW1803 Rec. 5.2 - Procedure for authorising payments Pending	NSL Apply offers improved control mechanisms by automating many processes and tasks, including payments. These are currently not being used. Implementations of these controls, along with a formalised payment acceptance procedure will ensure correct payments are received and further reduce any anomalies. The payment acceptance procedure will confirm that the Council does not accept part payment for parking permits and only reduces the price when the applicant is a disabled persons' blue badge holder. The procedure will establish a quality assurance payment sampling processes for implementation across Business Support teams who administer parking permits.	**Estimated Date: 31/03/2020 Revised Date: 01/08/2020 No of Revisions 0**	Alison Coburn David Givan Ewan Kennedy Gavin Brown Gavin Graham George Gaunt Michael Thain Sandra Harrison
35	Payments and Charges CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees Paul Lawrence, Executive Director of Place and SRO	**Medium**	CW1803 Rec. 5.3 - Ongoing risk-based quality assurance Pending	A quality assurance payment acceptance procedure will be developed to ensure the accuracy of parking permit payments. This process will be based on the Internal Audit recommendations.	**Estimated Date: 31/03/2020 Revised Date: 01/08/2020 No of Revisions 0**	Alison Coburn David Givan Ewan Kennedy Gavin Brown Gavin Graham George Gaunt Michael Thain Sandra Harrison
36	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework	**Medium**	CW1806 Issue 1.1(7): ATEC 24 Review of Operational Processes - Key Safes Pending	7. The key safe business case, or an alternative approach, will be progressed and an installation programme implemented to allow the numbers of individual safes to be maximised.	**Estimated Date: 30/04/2020 Revised Date: 01/05/2021 No of Revisions 1**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer					
37	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	**Medium**	CW1806 Issue 1.4(1): ATEC 24 Quality Assurance Framework - Methodology Pending	1. A documented quality assurance process aligned to Technology Enabled Care Services Association (TSA) guidelines will be developed and communicated for call handling and response visits. The process will include quality assurance roles and responsibilities, frequency and scope of quality assurance checks, sampling methodologies to be applied.	**Estimated Date: 30/04/2020 Revised Date: 01/02/2021 No of Revisions 1**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan
38	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	**Medium**	CW1806 Issue 1.4(2): ATEC 24 Quality Assurance Framework - Application Pending	2. Quality assurance outcomes will be linked to supervision and training and performance objectives, with regular one to ones scheduled to ensure action is taken to address any competence issues or gaps identified.	**Estimated Date: 30/04/2020 Revised Date: 01/02/2021 No of Revisions 1**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan
39	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework	**Medium**	CW1806 Issue 1.4(3): ATEC 24 Quality Assurance Framework - Review Pending	3. Where systemic themes or trends are identified from quality assurance reviews, management will consider whether existing operational processes should be revisited.	**Estimated Date: 30/04/2020 Revised Date: 01/05/2021 No of Revisions 1**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer					
40	Emergency Prioritisation & Complaints CW1806 Issue 2: ATEC 24 Customer Engagement Judith Proctor, Chief Officer	**Low**	CW1806 Issue 2.1(1): ATEC 24 Customer Feedback - Implementation of Process Pending	1. Feedback processes to obtain input from service users will be implemented. These should be incorporated into a continuous improvement programme for service delivery, with improvement actions appropriately allocated and monitored.	**Estimated Date: 31/01/2020 Revised Date: 01/02/2021 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan
41	Homelessness Services CW1808 Issue 2: Homelessness data quality and performance reporting Alistair Gaw, Executive Director of Communities and Families	**High**	CW1808 Recommendation 2.2.2 - Performance Information Pending	2.2.2 - We will report performance information in relation to Service Standards and key homelessness outcomes regularly on the Council's website and other forums such as social media	**Estimated Date: 31/03/2020 Revised Date: 31/03/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Debbie Herbertson Emma Morgan Jackie Irvine Nichola Dadds Nicky Brown

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
42	Homelessness Services CW1808 Issue 3: Provision of homelessness advice and information Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1801 Recommendation 3.1.3: Homelessness information leaflet Pending	3.1.3 - Following the engagement events with key stakeholders, we will develop a leaflet for applicants based on the information set out above, and any other relevant information. The leaflet will be made available in all Council offices, locality offices, libraries, health centres, Citizen Advice Bureaus, charities and other local support and advice agencies.	**Estimated Date: 30/04/2020 Revised Date: 01/09/2020 No of Revisions 0** Current revised date agreed as part of extension exercise	Debbie Herbertson Jackie Irvine Nichola Dadds Nicky Brown
43	Brexit impacts - supply chain management CW1905 Issue 2: Brexit governance and risk management Andrew Kerr, Chief Executive	**Medium**	CW1905-Recom. 2.1a: Resilience team - Adequacy & effectiveness of the Brexit risk management & governance process Pending	Resilience presented a report on Brexit planning, preparedness and governance to the Corporate Leadership Team on 8 July and will subsequently be presented to the Policy and Sustainability Committee. This includes proposals for the cessation of the cross-party Brexit working group, with all Brexit resilience planning taken forward through the Council resilience group. The paper also proposes that the Council Incident Management Team (CIMT) considers Brexit alongside Covid-19 and includes Brexit as a standing item on CIMT agendas from September 2020. Once approved by the Policy and Sustainability Committee, these new governance arrangements will be implemented. Resilience will coordinate review of the corporate Brexit risk register, in conjunction with the Commercial and Procurement Service and Corporate Risk Management teams for consideration at the CLT risk committee.	**Estimated Date: 30/09/2020 Revised Date:** **No of Revisions 0**	Donna Rodger Gavin King Laurence Rockey Mary-Ellen Lang

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
44	Drivers - findings only report 1: Completion of Driver Licence checks Paul Lawrence, Executive Director of Place and SRO	**High**	1.3 - Driver permit revocation Pending	1. A standard reminder e mail will be prepared by the Head of Place Development and issued to employees and their line managers where permission forms have not been received 10 days prior to their expiry. 2. The e mail will highlight that driver permits will be revoked if they are not received by the required date, and employees and line managers will be made aware that they are no longer eligible to drive for the Council and 9for vocational and agency drivers) that they are no longer covered by Council insurance. 3. and 4 Permits will be revoked where permission forms are not received on time and e mail confirmation provided to employees and line managers reminding them that they can no longer drive on behalf of the Council.	**Estimated Date:04/05/2020 Revised Date:01/09/2020 No of Revisions 0**	Alison Coburn David Givan Gareth Barwell George Gaunt Graeme Hume Nicole Fraser Scott Millar
45	Drivers - findings only report 1: Completion of Driver Licence checks Paul Lawrence, Executive Director of Place and SRO	**High**	1.4 - Risk management Pending	The risks detailed in this Internal Audit finding will be highlighted for inclusion in the Place Management Risk Register.	**Estimated Date: 04/05/2020 Revised Date: 04/09/2020 No of Revisions 0**	Alison Coburn David Givan Gareth Barwell George Gaunt Nicole Fraser Scott Millar

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
46	HMO Licensing PL1803 Issue 2 - Collection and processing of HMO licence fees Paul Lawrence, Executive Director of Place and SRO	**High**	PL1803 Issue 2.1 BACS payment reference Pending	It should be noted that measure is in place to ensure that no application is progressed without the required fee being reconciled. This reflects the statutory process and the need to ensure that the Council treats applications for a renewal lawfully unless the reconciliation process can evidence a payment has not been made. There is no evidence from directorate monitoring the level of income from HMOs licence applications which would demonstrate that fees are not being collected. Any unmatched fee not identified will in effect contribute to the Council's general revenue account and therefore there is no financial loss to the Council. The Internal Audit recommendation outlined above is not accepted as it not believed to be achievable. Therefore Licencing; Customer; and Finance will investigate potential solutions re the BACS issue, (including any potential scope for a technology solution) to address this risk. These options will be reviewed with Internal Audit and a longer-term solution identified and implemented. It has been agreed with Internal Audit that (once the solution has been identified) another audit finding will be raised that will monitor implementation of the solution to confirm that it is operating effectively. In the meantime, a statement will be added to the Licencing pages on the Council's external website and application forms advising customers of what reference must be used to successfully make a BACs payment.	**Estimated Date: 30/03/2020 Revised Date: 05/10/2020 No of Revisions 1**	Alison Coburn Andrew Mitchell David Givan George Gaunt Grace McCabe Isla Burton Michael Thain Sandra Harrison
47	HMO Licensing PL1803 Issue 3 - Operational Performance and Reporting Paul Lawrence, Executive Director of Place and SRO	**Medium**	PL1803 Issue 3.6 HMO Key Performance Indicators and Performance Reporting Pending	The Regulatory Committee were previously advised that HMO performance data would be excluded whilst the Licencing introduced the significant change of moving towards a three-year licensing system. Performance reports therefore only included Civic and Taxi data in the period 2015-2018. Licencing will be reporting to Regulatory Committee on the first cycle of three-year licencing for HMO's prior to the setting of Licensing Fees for 2020/21 in early 2020. The Directorate will include within that report relevant performance data and make recommendations for approval for performance targets ongoing performance targets.	**Estimated Date: 31/01/2020 Revised Date: 01/06/2020 No of Revisions 0**	Alison Coburn Andrew Mitchell David Givan George Gaunt Grace McCabe Isla Burton Michael Thain Sandra Harrison

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
48	Road Services Improvement Plan PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance Paul Lawrence, Executive Director of Place and SRO	**High**	PL1808 - 1.2 Roads Service Improvement Plan approval Pending	On appointment of the tier 3 and 4 management team, a re-base of the improvement plan will take place and the revised plan will be submitted to the Council's Change Board and the Transport and Environment Committee for approval, with ongoing progress updates provided to both forums.	**Estimated Date: 31/07/2020 Revised Date: 01/12/2020 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser
Page 222 49	Road Services Improvement Plan PL1808 Issue 2. Roads services performance monitoring and quality assurance Paul Lawrence, Executive Director of Place and SRO	**High**	PL1808 - 2.1 Service Delivery Performance Monitoring Pending	One of the roles included in the new Roads structure is a Roads Service Performance Coordinator. The team member appointed to this role will be responsible for designing; implementing; and maintaining a performance and quality assurance framework that will incorporate the recommendations made to support ongoing monitoring and management of the Roads service. This will involve ensuring that all Roads teams develop team plans that include key performance measures; outline their respective roles and responsibilities for delivery; and are aligned with overall Council's commitments that are relevant to Roads.	**Estimated Date: 31/07/2020 Revised Date: 01/12/2020 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
50	Road Services Improvement Plan PL1808 Issue 2. Roads services performance monitoring and quality assurance Paul Lawrence, Executive Director of Place and SRO	**High**	PL1808 - 2.2 Roads services quality assurance framework Pending	1. The existing Transport Design and Delivery quality framework will be revised to reflect the new Roads and Transport Infrastructure Service and rolled out across the service. As part of this review, the recommendations highlighted above will be considered and incorporated where appropriate. The Design, Structures and Flood Prevention Manager will be responsible for refreshing the quality framework once appointed. 2. A sampling regime will be designed and embedded for safety inspections to ensure that defects are being categorised properly. This process will be designed and implemented by the Team Leader for Safety Inspections to be appointed as part of the ongoing restructure. 3. A sampling regime will be designed and embedded for road defect repairs to ensure that repairs are fit for purpose and effective. 4. Key performance indicators for each team will be included in the target setting for each 4th tier manager and their direct reports to ensure focus on these measures. Emerging themes from Team Plans and quality assurance reviews will also be shared with Roads teams, and individual and team training needs will be considered based on the themes identified. This process will be designed and implemented by the Service Performance Coordinator to be appointed as part of the ongoing restructure.	**Estimated Date: 30/06/2020 Revised Date: 01/11/2020** **No of Revisions: 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist
51	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1808 - 3.2b) Inspector training and qualifications Pending	2. Ensure all relevant Inspectors are accredited by an appropriately accredited professional body.	**Estimated Date: 31/08/2020 Revised Date: 01/01/2021 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
52	Road Services Improvement Plan PL1808 Issue 4. Roads - Management of public liability claims Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1808 - 4.1 Management of public liability claims Pending	A new process will be developed within the Confirm system which requires reconciliation between accident claim enquiries and those logged on the Local Authority Claims Handling System (LACHS) system.	**Estimated Date: 28/05/2020 Revised Date: 01/10/2020 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist
53	Road Services Improvement Plan PL1808 Issue 4. Roads - Management of public liability claims Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1808 - 4.2 Management of public liability claims Pending	Quarterly meetings will be arranged between the Safety Inspection team and the Insurance team to identify trends and areas of focus. This process will be designed and implemented by the Team Leader, Safety Inspections to be appointed as part of the ongoing restructure.	**Estimated Date: 30/04/2020 Revised Date: 01/09/2020 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
54	Street Lighting and Traffic Signals Street Lighting and Traffic Signals: Process and quality assurance documentation and training Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1810 Issue 3: Rec 2 - Refresher training for existing employees Pending	An essential Learning Matrix that specifies the refresher training that the team requires to complete on an ongoing basis has been developed and provided to Learning and Organisational Development for their review and feedback, with no response received as yet. The matrix will now be implemented, and employee training requirements will be assessed (and agreed) as part of the Annual Conversations.	**Estimated Date: 20/12/2019 Revised Date: 01/03/2021 No of Revisions 5**	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth
55	Fleet Review Project management and governance framework Paul Lawrence, Executive Director of Place and SRO	**High**	4. Recommendation - Stakeholder Engagement Pending	An internal/ external stakeholder engagement plan will be developed; approved by the project Board and applied throughout the project. Any key stakeholder engagement actions will also be reflected in the project plan.	**Estimated Date: 28/06/2019 Revised Date: 01/09/2020 No of Revisions 2**	Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Nicole Fraser Scott Millar Veronica Wishart
56	Fleet Review Project management and governance framework Paul Lawrence, Executive Director of Place and SRO	**High**	5. Recommendation - Procurement Strategy and Plan Pending	A procurement and strategy plan will be designed along with the procurement team; approved by the project Board and used to support the procurement process; The request for procurement will include requirements in relation to paperless processes and compatibility with existing fleet systems; and The contractual position with CGI regarding telematics will be confirmed prior to commencement of procurement.	**Estimated Date: 30/07/2019 Revised Date: 01/12/2020 No of Revisions 1**	Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Nicole Fraser Scott Millar Veronica Wishart

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
57	Drivers Recording and addressing driving incidents Paul Lawrence, Executive Director of Place and SRO	**Medium**	Recording and addressing driving incidents Rec 2 Pending	A monthly reconciliation between the incidents reported to Fleet Services and those recorded on SHE will be performed, with line managers advised re any gaps on the SHE system that need to be addressed;	**Estimated Date: 01/04/2019 Revised Date: 01/09/2019 No of Revisions 1**	Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright
58	Supplier Management Framework and CIS Payments RES1809 Issue 1: Contract Management by Directorates and Service Areas Paul Lawrence, Executive Director of Place and SRO	**High**	RES1809 Issue 1.3(3): Contract manager support and guidance - Place Pending	Place This recommendation is accepted, and this will be added as appropriate to the Place mandatory training matrix at the next review.	**Estimated Date: 31/08/2020 Revised Date: 01/01/2021 No of Revisions 0**	Alison Coburn David Givan Gareth Barwell George Gaunt Lynne Halfpenny Michael Thain
59	Budget Setting and Management RES 1903 Issue 1: Savings proposals documentation and risk assessments Laurence Rockey,	**Medium**	RES 1903 Issue 1.1: Savings proposals documentation and risk assessments Pending	1. Savings plan and business case templates will both be reviewed to ensure that they align to major projects documentation. In addition, a procedural document will be created which details the amount and depth of documentation, which is required to support savings plans, based on outcomes of the prioritisation matrix assessment. 2. The Finance budget monitoring RAG (Red, Amber, Green) delivery risk assessment categories will each be formally defined, and consistently	**Estimated Date: 30/09/2020 Revised Date: 01/02/2021 No of Revisions 0**	Alison Henry Annette Smith Donna Rodger Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Head of Strategy & Communications			applied to all savings delivery progress updates provided to Directorate management teams, CLT, and service committees.		
60	Budget Setting and Management RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback. Laurence Rockey, Head of Strategy & Communications	**Medium**	RES 1903 Issue 3.1: Annual budget setting lessons learned methodology Pending	A methodology for the lessons learned process will be developed and stated in a procedure document. This work will be performed through liaison between the Change Strategy Team and Finance. The methodology will include the requirements stated above.	**Estimated Date:31/05/2020 Revised Date:01/10/2020 No of Revisions 0**	Alison Henry Annette Smith Donna Rodger Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan
61	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901: Issue 1.1(b) - Review of Admissions Operational Procedures Started	A working group led by the Communities and Families Senior Education Officer with representation from all service areas involved in school admissions, appeals and capacity planning, will be established to undertake a review of all procedural documents. This will include consideration of amalgamation of existing procedures, where appropriate and implementation of a review schedule and version control.	**Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
62	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901: Issue 1.1(c) - Placing Appeals Procedures Started	As part of the working group led by the Communities and Families Senior Education Officer, appeals procedures which detail end to end processes to be applied across all areas involved in placing requests will be established and this will include clear roles and responsibilities.	**Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir
63	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance Alistair Gaw, Executive Director of Communities and Families	**High**	CF1901: Issue 1.1(d)/(e) - Communicating Guidance on Website & Orb Started	Following review and completion of working group actions, all policies and procedures will be published on the Council's website and Orb, and communicated to all relevant officers, with changes highlighted.	**Estimated Date: 30/09/2020 Revised Date: 01/02/2021 No of Revisions 0**	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
		 				Sheila Haig Stephen Moir
64	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Laurence Rockey, Head of Strategy & Communications	**High**	CF1901 Issue 2.1(b): Committee on Pupil Student Support Remit, Review & Recording of Outcomes Started	Decisions and outcomes of the annual meeting of the Committee on Pupil Student Support will be documented, and a process implemented to ensure that the outcomes are addressed by the Council. Consideration will be given to reviewing and updating the remit of the Committee. Committee members will be provided with training and support to enable them to fulfil their role in line with the agreed remit.	**Estimated Date: 30/06/2020 Revised Date: 30/11/2020 No of Revisions 1** Current revised date agreed as part of extension exercise	Alistair Gaw Andy Gray Arran Finlay Donna Rodger Hayley Barnett Lesley Birrell Nickey Boyle Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
65	School admissions, appeals and capacity planning

CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities

Alistair Gaw, Executive Director of Communities and Families | **Medium** | CF1901 Issue 3.1(a): Development & Communication of end to end processes and role/responsibilities

Started | The remit of the working group led by the Communities and Families Senior Education Officer, will include reviewing and documenting end to end processes for the annual school admissions, appeals, and capacity planning process. A matrix describing divisional roles and responsibilities for processes, which details who will be responsible; accountable; consulted; and informed for each stage will also be developed. The end to end procedures and matrix will be discussed and agreed with all divisional teams involved in the process, communicated, and published on the Council's intranet (the Orb) with training provided where required. | **Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1**

Current revised date agreed as part of extension exercise | Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir |
| 66 | School admissions, appeals and capacity planning

CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities

Alistair Gaw, Executive Director of Communities and Families | **Medium** | CF1901 Issue 3.1(b): Internal Partnership Protocols

Started | Internal partnership protocols will be prepared and implemented for services delivered by other divisions on behalf of Schools and Lifelong Learning, incorporating the scope of services and roles and responsibilities defined in the new end to end process documentation. Where relevant, current internal charging arrangements will be reviewed to ensure that it accurately reflect the levels of support provided. Partnership protocols and associated key performance measures / indicators will be reviewed at least every two years to ensure they remain aligned with service delivery, operational processes and relevant regulatory and professional standards. Governance arrangements to support ongoing performance monitoring will be designed and implemented to ensure that both Schools and Lifelong Learning and the service areas that support them are satisfied with the quality of services provided. | **Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1**

Current revised date agreed as part of extension exercise | Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie |

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
						Sheila Haig Stephen Moir
67 Page 231	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities Alistair Gaw, Executive Director of Communities and Families	**Medium**	CF1901 Issue 3.1(c): Annual Process - Debrief & Lessons LearnedStarted	Following completion of the annual process, a debrief meeting will be held with all teams involved to understand what worked well and what areas need to be improved. The outcomes should be recorded in a 'lessons learned' document that is used to implement the improvement opportunities identified and address any process issues in advance of the next annual process.	**Estimated Date:31/08/2020 Revised Date:22/02/2021 No of Revisions 1** Current revised date agreed as part of extension exercise	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
68	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities Alistair Gaw, Executive Director of Communities and Families	**Medium**	CF1901 Issue 3.1(d): Roles & Responsibilities outwith Annual Process Started	The working group will review the roles and responsibilities for any tasks performed out with the annual P1/S1 admissions, appeals and capacity planning process. These will be documented and communicated to all teams involved in the process. The review will include identifying key contacts for common non-annual admissions queries, for example, home schooling; private schooling; dealing with refugees; and requests for current or future capacity information, to ensure that they can be appropriately redirected and resolved.	**Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 3** Current revised date agreed as part of extension exercise	Alison Roarty Andy Gray Arran Finlay Donna Rodger Hayley Barnett Laurence Rockey Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir
69	Resilience BC Resilience responsibilities Judith Proctor, Chief Officer	**High**	Rec 3.3 H&SC - Defining and allocating operational resilience duties Started	Operational resilience responsibilities for completion and ongoing maintenance of Directorate and Service Area Business Impact Assessments; Resilience plans; and coordination of resilience tests in conjunction with the Resilience team will be clearly defined and allocated. The total number of employees with operational resilience responsibilities will be determined with reference to the volume of business impact assessments and resilience plans that require to be completed and maintained to support recovery of critical services.	**Estimated Date: 20/12/2018 Revised Date: 01/09/2020 No of Revisions 5**	Angela Ritchie Cathy Wilson Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
70	Resilience BC Resilience responsibilities Judith Proctor, Chief Officer	**High**	Rec 4.3 H&SC - Objectives for operational Resilience responsibilities Started	Corporate; management; and team member objectives for operational resilience responsibilities (for example completion of Service Area Business Impact Assessments; Resilience Plans; and coordination of Resilience tests) will be established, with ongoing oversight performed by Directors and Heads of Service to confirm that these are being effectively delivered to support the resilience responses included in both the Directorate and Council's annual governance statements.	**Estimated Date: 31/07/2019 Revised Date: 01/09/2020 No of Revisions 1**	Angela Ritchie Cathy Wilson Jacqui Macrae
71	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Paul Lawrence, Executive Director of Place and SRO	**High**	Rec 3.1 a) Place - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	**Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1** Current revised date agreed as part of extension exercise	Alison Coburn Claire Duchart David Givan Gavin King George Gaunt Laurence Rockey Mary-Ellen Lang
72	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Stephen Moir, Executive Director of Resources	**High**	Rec 3.1b Resources - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	**Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1** Current revised date agreed as part of extension exercise	Gavin King Laurence Rockey Layla Smith Mary-Ellen Lang Michelle Vanhegan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
73	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Judith Proctor, Chief Officer	**High**	Rec 3.1c H&SC - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	**Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Gavin King Jacqui Macrae Laurence Rockey Mary-Ellen Lang
74	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Alistair Gaw, Executive Director of Communities and Families	**High**	Rec 3.1d C&F - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	**Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1** Current revised date agreed as part of extension exercise	Donna Rodger Gavin King Laurence Rockey Mary-Ellen Lang Michelle McMillan Nickey Boyle Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
75	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Laurence Rockey, Head of Strategy & Communications	**High**	Rec 3.1e S&C - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020Following a refresh of Business Impact Assessments and the new organisational structure, resilience plans/protocols will be developed, with support and training from Resilience, for high-risk essential services. A list of these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.	**Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1** Current revised date agreed as part of extension exercise	Donna Rodger Gavin King Mary-Ellen Lang
Page 235 76	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Paul Lawrence, Executive Director of Place and SRO	**High**	Rec 6.1a Place - Review of third-party contracts to confirm appropriate resilience arrangements Started	Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.	**Estimated Date:20/12/2019 Revised Date:31/03/2021 No of Revisions 3** Current revised date agreed as part of extension exercise	Alison Coburn Annette Smith Claire Duchart David Givan George Gaunt Hugh Dunn Iain Strachan Mollie Kerr

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
77	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Stephen Moir, Executive Director of Resources	**High**	Rec 6.1b Resources - Review of third-party contracts to confirm appropriate resilience arrangements Started	Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.	**Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Annette Smith Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr
Page 236 78	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Judith Proctor, Chief Officer	**High**	Rec 6.1c H&SC - Review of third-party contracts to confirm appropriate resilience arrangements Started	Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.	**Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Alana Nabulsi Angela Ritchie Annette Smith Cathy Wilson Hugh Dunn Iain Strachan Moira Pringle Mollie Kerr Sally McGregor

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
79	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Alistair Gaw, Executive Director of Communities and Families	**High**	Rec 6.1d C&F - Review of third-party contracts to confirm appropriate resilience arrangements Started	Existing third-party contracts supporting critical services should be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services should be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they should be included when the contracts are re tendered.	**Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Annette Smith Hugh Dunn Iain Strachan Michelle McMillan Mollie Kerr Nickey Boyle Ruth Currie
80	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Laurence Rockey, Head of Strategy & Communications	**High**	Rec 6.1e S&C - Review of third-party contracts to confirm appropriate resilience arrangements Started	Existing third-party contracts supporting critical services will be reviewed by Directorates in consultation with contract managers / owners to confirm that they include appropriate resilience arrangements. Where gaps are identified, Procurement Services will be engaged to support discussions with suppliers regarding inclusion of appropriate resilience clauses requiring third parties to establish adequate resilience arrangements for both services and systems that are tested (at least annually) with the outcomes shared with / provided to the Council. Where these changes cannot be incorporated into existing contracts, they will be included when the contracts are re tendered and critical service plans should be documented and communicated by Corporate Resilience.	**Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Annette Smith Donna Rodger Gavin King Hugh Dunn Iain Strachan Mary-Ellen Lang Mollie Kerr

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
81	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Paul Lawrence, Executive Director of Place and SRO	**High**	Rec 6.2a Place - Annual assurance from Third Party Providers Started	Following receipt of initial assurance from all third-party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.	**Estimated Date:28/06/2019 Revised Date:31/03/2022 No of Revisions 3** Current revised date agreed as part of extension exercise	Alison Coburn Claire Duchart David Givan George Gaunt

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
82 Page 239	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Stephen Moir, Executive Director of Resources	**High**	Rec 6.2b Resources - Annual assurance from Third Party Providers Started	Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.	**Estimated Date: 28/06/2019 Revised Date: 31/03/2022 No of Revisions 2** Current revised date agreed as part of extension exercise	Annette Smith Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr
83	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Judith Proctor, Chief Officer	**High**	Rec 6.2c H&SC - Annual assurance from Third Party Providers Started	Assurance will be obtained annually for statutory and critical services from third party service providers that their resilience plans remain adequate and effective; and have been tested to confirm that the recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. Where this assurance cannot be provided, this will be recorded in Service Area and Directorate risk registers.	**Estimated Date: 21/06/2019 Revised Date: 31/03/2022 No of Revisions 2** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Gavin King Jacqui Macrae Laurence Rockey Mary-Ellen Lang

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
84 Page 240	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Alistair Gaw, Executive Director of Communities and Families	**High**	Rec 6.2d C&F - Annual assurance from Third Party Providers Started	Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved. It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.	**Estimated Date: 28/06/2019 Revised Date: 31/03/2022 No of Revisions 2** Current revised date agreed as part of extension exercise	Anna Gray Michelle McMillan Nickey Boyle
85	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Laurence Rockey,	**High**	Rec 6.2e S&C - Annual assurance from Third Party Providers Started	Following receipt of initial assurance from all third party providers for statutory and critical services (as per rec 6.1), annual assurance that provider resilience plans remain adequate and effective should be obtained. This should include confirmation from the provider that they have tested these plans and recovery time objectives for systems and recovery time and point objectives for technology systems agreed with the Council were achieved.	**Estimated Date: 28/06/2019 Revised Date: 31/03/2022 No of Revisions 2** Current revised date agreed as part of extension exercise	Donna Rodger Mary-Ellen Lang

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Head of Strategy & Communications			It is recommended that contract managers include this requirement as part on ongoing contract management arrangements. Where this assurance cannot be provided, this should be recorded in Service Area and Directorate risk registers. Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.		
Page 241	Records Management - LAAC CW1705 Issue 1: Project file review process Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 1.1: Review and Refresh of the project file review process. Started	Agreed actions will be implemented as recommended by Internal Audit. The project team will work to an end of January date for implementation of the quality assurance within the project team with an end of February date for Internal Audit to review the process applied.	**Estimated Date: 28/02/2020 Revised Date: 31/12/2020 No of Revisions 3** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
87	Records Management – LAAC CW1705 Issue 1: Project file review process Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 1.2: Process communication and training Started	Agreed actions will be implementedas recommended by Internal Audit. Theproject team will work to an end of January date for implementation of qualityassurance within the project team with an end of February date for InternalAudit to review the process applied.	**Estimated Date:28/02/2020 Revised Date:31/12/2020 No of Revisions 2** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 243 88	Records Management - LAAC CW1705 Issue 1: Project file review process Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 1.3: Quality assurance checks Started	Project management information will be monitored weekly to identify the volume of files that have been reviewed by the project team and an independent risk based quality assurance approach developed and implemented that focuses on files that have not been 'split' by the project team, to confirm that they have been accurately classified as files that have not been merged prior to their return to Iron Mountain for archiving. Quality assurance sample sizes will be selected at the start of each week and will depend on the volumes of files reviewed by the project team and the relevant proportion of non-merged and merged files. Where merged files have been identified and split by the project team, a lighter touch approach involving peer reviews will be adopted to ensure that the project file review process has been consistently applied and appropriate actions implemented. Quality assurance outcomes will be recorded and all significant errors (for example failure to identify merged files), areas of good practices, and areas for improvement will be shared with the project team. Availability of quality resource will be monitored throughout the project to ensure that it remains adequate to complete an appropriate number of QA reviews based on file outcomes. A retrospective sample of cases already reviewed by the project team will also be selected for retrospective review based on the approach outlined above. The project team will work to an end of February date for implementation of quality assurance within the project team with an end of March date for Internal Audit to review the process applied.	**Estimated Date: 31/03/2020 Revised Date: 31/12/2020 No of Revisions 3** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
89	Records Management - LAAC CW1705 Issue 2: Review of additional files Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 2.1: Review of additional files Started	The total volume of files at Westerhailes will be quantified. Once this has been completed, a risk-based sample approach will be applied to review the files and identify any that may have been merged.	**Estimated Date: 31/03/2020 Revised Date: 31/12/2020 No of Revisions 2** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir
90	Records Management - LAAC CW1705 Issue 2: Review of additional files Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 2.2: Impact analysis Started	The outcomes of the review of additional files (as detailed at recommendation 2.1) will be shared with the Senior Responsible Officers together with an impact analysis detailing the resourcing and associated costs of including the files within the project scope, and recommendations made as to whether the scope of the project should be extended to include these files, or whether reliance should be placed on the new business as usual process to be implemented as detailed at Finding 3. Where the decision is taken to include the potentially merged files within the scope of the project, they will be transferred across to the project team and logged for review. The project team will work to a completion 29 May with a date of 26 June for validation by Internal Audit.	**Estimated Date: 26/06/2020 Revised Date: 31/12/2020 No of Revisions 2** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
91	Records Management - LAAC CW1705 Issue 3: Pre destruction business as usual file review process Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 3.1: Pre destruction business as usual file review process Started	The pre destruction business as usual file review process is currently being developed and will cover all of the points recommended by Internal Audit. The process will be prepared by the end January 2020 and agreed with the Health and Social Care and Communities and Families Directorates by the end of February 2020.	**Estimated Date: 28/02/2020 Revised Date: 31/12/2020 No of Revisions 3** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir
92	Records Management - LAAC CW1705 Issue 3: Pre destruction business as usual file review process Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 3.2a (C&F): Communication and training Started	Children's Practice team managers have already been briefed regarding the outcomes of the audit and a refreshed process will soon be implemented. The process will be co-produced with Business Support Team Managers, communicated and uploaded to the Orb. Given the scale of training to be provided, a CECiL based approach will be applied with support provided by Business Support and requested from Learning and Organisational Development (Human Resources), with divisions requested to track completion of the CECiL module. Locality Management teams will also receive face to face training on the new process.	**Estimated Date: 30/06/2020 Revised Date: 01/12/2020 No of Revisions 2** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
93	Records Management - LAAC CW1705 Issue 3: Pre destruction business as usual file review process Judith Proctor, Chief Officer	**Medium**	CW1705 Issue 3.2b (H&SCP): Communication and training Started	Health and Social Care will adopt a similar approach to Communities and Families with the new process communicated and uploaded to the Orb. A CECiL based approach will also be applied with support provided by Business Support and requested from Learning and Organisational Development (Human Resources), with completion of the CECiL module by the relevant teams tracked. Locality Management teams will also receive face to face training on the new process.	**Estimated Date: 30/06/2020 Revised Date: 01/11/2020 No of Revisions 0** Revised due date to be further agreed with management and updated	Cathy Wilson Jacqui Macrae Tom Cowan
94	Records Management - LAAC CW1705 Issue 3: Pre destruction business as usual file review process Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1705 Issue 3.3a (C&F): Quality assurance process Started	A joint risk-based quality assurance process will be established between Business Support and Team Managers in Localities. Quality assurance outcomes will be recorded, and learnings shared with team managers at Children's Practice Team meetings, enabling city wide service improvement actions to be identified and implemented where appropriate.	**Estimated Date:30/06/2020 Revised Date:01/11/2020 No of Revisions 0** Revised due date to be further agreed with management and updated	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Laurence Rockey Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
95	Records Management - LAAC CW1705 Issue 3: Pre destruction business as usual file review process Judith Proctor, Chief Officer	**Medium**	CW1705 Issue 3.3b (H&SCP): Quality Assurance Process Started	A joint quality assurance process will be established between Business Support and Team Managers in Localities. The new Health and Social Care Partnership Chief Nurse and Head of Quality will be responsible for managerial oversight of the quality assurance processes, ensuring that lessons learned are fed back to the Localities and outcomes reported to the Clinical and Care Governance Committee for scrutiny and oversight.	**Estimated Date: 30/06/2020** **Revised Date: 01/11/2020** **No of Revisions 0** Revised due date to be further agreed with management and updated	Cathy Wilson Jacqui Macrae Tom Cowan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Payments and Charges CW1803 Payments and Charges Issue 1: Review, authorisation, and publication of fees and charges Paul Lawrence, Executive Director of Place and SRO	**Medium**	CW1803 Rec. 1.1 - Process documentation supporting calculation of fees and charges including review of reserve balances Started	Response from Licensing Any new fees or proposed adjustments are presented to the Committee for scrutiny and agreement. The rationale for Taxi, Civic and Houses in Multiple Occupation (HMO) licensing fees was reviewed and agreed by Regulatory Committee in 2015 and 2017 respectively and no further changes are planned at this time. As part of the annual budget process, the Place Directorate makes recommendations on any inflationary uplifts that should be applied to fees based on projected costs and the Licensing reserves position. In 2018/2019 there was no increase in the Licensing budget which reflected the reserves position at that time. In the 2019/20 budget Taxi and Civic discretionary licence fees were increased by 2.5% to reflect increased costs associate with the local government pay settlement for 2018/19 and 2019/2020. In comparison, the increase applied to fees supporting generation of other types of income across the Council was circa 5%. This demonstrates that Licensing is proactively managing both fees and reserves. For HMO Licences, the Regulatory Committee approved a revised fee structure in 2017, and there is planned reduction of current reserve balances over a 3-year period. Consequently, HMO fees for 2019/2020 were not increased. For budget 2020/2021 a review of HMO reserves will be performed with Finance and recommendations made either to the Regulatory Committee or Full Council on any further fee adjustments required to ensure the planned reduction of the reserve is achieved. There are also unplanned factors that impact the final reserves position. These include increased application volumes; the impact of vacancies and recruitment; and repairs or replacement of property or equipment (for example a replacement ramp at the Taxi Examination Centre in 2016/17 at the cost of £90K). These unplanned factors are also considered when revised fees are proposed during the budget process. The Taxi reserve increase is largely driven by increased application volumes. The reserve is also being allowed to increase in the medium term to offset planned capital spend on relocation of the Taxi	**Estimated Date: 31/07/2020 Revised Date: 01/12/2020 No of Revisions 0**	Alison Coburn Andrew Mitchell Annette Smith David Givan Gavin Brown George Gaunt Hugh Dunn John Connarty Layla Smith Michael Thain Michelle Vanhegan Sandra Harrison Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 249				Examination Centre when the Council closes the Murrayburn depot site in the next 2-3 years to avoid potential capital budget pressures. Licensing is working with Finance to ensure there is greater certainty in setting fees when taking account of the impact of the Central Support Charges levied. In 2018 the Directorate introduced financial reporting to the Regulatory Committee in addition to the established financial reporting provided to the Finance and Resource Committee.http://www.edinburgh.gov.uk/download/meetings/id/58887/item_72_-_licence_income_for_fees_2017-2018http://www.edinburgh.gov.uk/download/meetings/id/59029/minute_of_the_regulatory_committee_of_221018 Response from Finance At present, the allocation of central support costs in line with accountancy conventions is not finalised until after the licensing charges for the future year have been set. A mechanism to approximate allocation of central support charges in advance to allow for more considered analysis of reserve balances and costs within each budgetary process will facilitate this. There is already a framework in place to apportion income and costs across licence categories and calculate additions to or withdrawals from licensing reserves. This populates the annual City of Edinburgh Licensing Board Financial Report as required under Section 9B of the Licensing (Scotland) Act 2005. This framework where appropriate will be developed to add to existing transparency in respect of rationale and processes. The combination of both actions above will enable regular review and monitoring of reserve positions and related decision making. The implementation date allows for 2020-21 budget setting and 2019-20 final accounts processes to be completed allowing for audit evidence.		

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
97	Payments and Charges CW1803 Payments and Charges Issue 4: Processing and recording Licensing Fees Paul Lawrence, Executive Director of Place and SRO	Medium	CW1803 Rec. 4.1 - Procedures supporting processing and recording licencing fees Started	The Licensing Service processes approximately 21,000 applications per annum and the Internal Audit sample reviewed represents approximately 1% of the overall number of applications. Internal procedures will be reviewed to ensure that that they adequately cover the issues raised and all staff will receive refresher training to reinforce the importance of consistent application of the procedures. Longer term upgrades to the APP Civica Licensing system should also offer enhanced capability with mandatory sections for each licence type processed.	**Estimated Date: 20/12/2019 Revised Date: 01/05/2020 No of Revisions 0**	Alison Coburn Andrew Mitchell David Givan Gavin Brown George Gaunt Michael Thain Sandra Harrison
98	Payments and Charges CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees Stephen Moir, Executive Director of Resources	Medium	CW1803 Rec. 5.4 - NSL income reconciliation Started	The recommendation is accepted. Financial reconciliations between the systems have commenced reinstatement. Work is underway to build a management information suite which will augment the control attributes of the reconciliation as a standalone mechanism.	**Estimated Date: 28/02/2020 Revised Date: 30/06/2021 No of Revisions 3**	Annette Smith Dougie Linton Gavin Graham Hugh Dunn John Connarty Layla Smith Michelle Vanhegan Susan Hamilton
99	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework	Medium	CW1806 Issue 1.1(2): ATEC 24 Review of Operational Processes - Call Prioritisation Started	2. Call prioritisation procedures will be designed and implemented, including recording the rationale for call prioritisation and delivery of training to staff. A review schedule for these procedures will be implemented with the last review date and date of next scheduled review clearly identifiable i.e. every 3 years.	**Estimated Date: 29/11/2019 Revised Date: 01/02/2021 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer					
100	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	**Medium**	CW1806 Issue 1.2(1): ATEC 24 Service Level Agreements - Review of all Contracts Started	All third-party contracts and supporting Service Level Agreements (SLAs) will be reviewed and updated. This will include a review of financial arrangements to ensure ATEC 24 is adequately remunerated for the levels of service provided.	**Estimated Date: 31/01/2020 Revised Date: 01/12/2020 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Emma Szadurski Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan
101	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	**Medium**	CW1806 Issue 1.2(2): ATEC 24 Service Level Agreements - Schedule for Future Reviews Started	2. All Telecare SLAs will be reviewed every two years to ensure that they take account of service delivery and operational processes, changes to any applicable regulations and relevant professional standards.	**Estimated Date: 31/01/2020 Revised Date: 01/12/2020 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Emma Szadurski Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan
102	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework	**Medium**	CW1806 Issue 1.2(3): ATEC 24 Service Level Agreements - Partnership Protocol Started	3. A partnership protocol will be approved and implemented for the Fallen Uninjured Person Service to reflect the current operations, funding arrangements and any planned process improvements.	**Estimated Date: 29/11/2019 Revised Date: 01/03/2021 No of Revisions 3**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer					
103	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	**Medium**	CW1806 Issue 1.3(1): ATEC 24 Performance Reporting - Scorecard KPIs Started	1. Key performance indicators included within the Health and Social Care scorecard will include percentage of calls answered within set targets; percentage of emergency response visits within target; and well as volumes of calls and responses.	**Estimated Date: 30/09/2019 Revised Date: 01/12/2020 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Philip Brown Sylvia Latona Tony Duncan
104	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	**Medium**	CW1806 Issue 1.3(2): ATEC 24 Performance Reporting - Response Parameters Started	2. The parameters used for monitoring call handling and response times will be reviewed and updated in line with Technology Enabled Care Services Association (TSA) guidance and used to inform capacity planning; to ensure that there are sufficient call handlers and responders to meet industry standards.	**Estimated Date:31/10/2019 Revised Date:01/12/2020 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan
105	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework	**Medium**	CW1806 Issue 1.1(6): ATEC 24 Review of Operational Processes - Response Recording Started	6. Roll out of handheld devices to allow automated reporting will be progressed.	**Estimated Date: 30/04/2020 Revised Date: 01/03/2021 No of Revisions 1**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer					
106	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	**Medium**	CW1806 Issue 1.3(3): ATEC 24 Performance Reporting - Scrutiny of Performance Measures Started	3. ATEC 24 Service performance will be reported and regularly scrutinised by the Health and Social Care Partnership Executive Management Team.	**Estimated Date: 30/09/2019 Revised Date: 01/12/2020 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Philip Brown Sylvia Latona Tony Duncan
107	Emergency Prioritisation & Complaints CW1806 Issue 2: ATEC 24 Customer Engagement Judith Proctor, Chief Officer	**Low**	CW1806 Issue 2.1(2): ATEC 24 Customer Feedback - Tracking and Communication Started	2. Benefits and service improvements made as a result of customer feedback will be tracked and communicated both externally to customers, and internally to the service.	**Estimated Date: 31/01/2020 Revised Date: 01/02/2021 No of Revisions 2**	Andy Jones Angela Ritchie Cathy Wilson Craig ODonnell Katie McWilliam Lindsay Munro Sylvia Latona Tony Duncan
108	Emergency Prioritisation & Complaints CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership	**Medium**	CW1806: Issue 2(1): SLAs - Third Party Service Provision Started	A review of the SLA for the ESCS is underway. It is likely the detail of the arrangements will differ considerably from what is currently included within the SLA. The review will, however, take into consideration the points noted above. The review of the SLA will include contributions from City of Edinburgh Council, Midlothian Council and East Lothian Council, and will be presented to the Edinburgh Health and Social Care Partnership Executive Management Team for review and approval.	**Estimated Date: 30/11/2019 Revised Date: 01/10/2020 No of Revisions 2**	Alistair Gaw Angela Ritchie Brian Henderson Cathy Wilson Colin Beck Fiona Benzies Jackie Irvine Nichola Dadds Nickey Boyle Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer					
109 Page 254	Emergency Prioritisation & Complaints CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership Judith Proctor, Chief Officer	**Medium**	CW1806: Issue 2(2): Partnership Protocol HSCP/Contact Centre Started	Agreed, once the SLA is finalised, a Partnership Protocol will be developed in conjunction with Customer Contact Centre colleagues.	**Estimated Date: 28/02/2020 Revised Date: 01/03/2021 No of Revisions 2**	Alison Roarty Alistair Gaw Angela Ritchie Brian Henderson Cathy Wilson Elspeth Thompson Fiona Benzies Jennifer Wilson Julie Rosano Layla Smith Lisa Hastie Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Stephen Moir Tony Duncan
110	Homelessness Services CW1808 Issue 2: Homelessness data quality and performance reporting Alistair Gaw, Executive Director	**High**	CW1808 Recommendation 2.2.3 - Performance Reporting Started	2.2.3 - We will report performance information through a dashboard to the Housing and Economy Committee, officers are currently working with elected members to finalise the key performance indicators required.	**Estimated Date: 31/01/2020 Revised Date: 31/03/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Emma Morgan Jackie Irvine Nicky Brown

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	of Communities and Families	(red)			(orange)	
111	Homelessness Services CW1808 Issue 3: Provision of homelessness advice and information Alistair Gaw, Executive Director of Communities and Families	**Medium**	CW1801 Recommendation 3.1.2: Updating homelessness information on website Started	3.1.2 - Following the engagement events with key stakeholders, the Council's website will be updated to include the information set out within the recommendation, and any other information relevant to key stakeholders. Webpages will be subject to regular review to ensure the information remains up to date and in line with policies and legislation.	**Estimated Date: 30/04/2020** **Revised Date: 31/03/2021** **No of Revisions 3** Current revised date agreed as part of extension exercise	Debbie Herbertson Jackie Irvine Nichola Dadds Nicky Brown
112	Validation of Management Actions 2018/19 Validation Audit CW1810 reopened finding - HSC1513: Management structure and business support arrangements Judith Proctor, Chief Officer	**High**	Validation Audit CW1810 - Issue 2.1 HSC1503: Partnership Management Structure Started	The Partnership's organisational management structure will be finalised, implemented, and embedded. The revised structure does not need to be approved by the IJB because it is an operational matter. It will however be presented to the EIJB for information. The revised implementation date of April 2020 will allow completion of Partnership budget and transformation Programmes.	**Estimated Date: 31/12/2015** **Revised Date: 01/09/2021** **No of Revisions 2** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
113	H&SC Care Homes - Corporate Report A1.1: Care Homes Self Assurance Framework Judith Proctor, Chief Officer	**Medium**	A1.1: Care Homes Self Assurance Framework Started	A self-assurance framework will be designed and implemented that will validate effective operation of controls in place to manage these risks. The Health and Social Care Partnership Operations Manager will be accountable for development; implementation and ongoing operation of the framework. Development and implementation support will be requested from Business Support and Quality Assurance and Compliance.	**Estimated Date: 30/06/2019** **Revised Date: 01/05/2021** **No of Revisions 1** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan
114	H&SC Care Homes - Corporate Report A2.3: Welfare Fund and Outings Funds Judith Proctor, Chief Officer	**Medium**	A2.3(2) Establishment of welfare fund committees Started	A working group has been established that will focus on welfare. The remit of the group will focus on welfare committees; constitutions; accounts; criteria and donations. 2 officers from the working group have been assigned responsibility to write and implement welfare guidelines.	**Estimated Date: 31/07/2018** **Revised Date: 01/05/2021** **No of Revisions 5** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan
115	H&SC Care Homes - Corporate Report A2.3: Welfare Fund and Outings Funds Judith Proctor, Chief Officer	**Medium**	A2.3(3) Production of annual accounts and review by welfare fund committee Started	A working group has been established that will focus on welfare. The remit of the group will focus on welfare committees; constitutions; accounts; criteria and donations. 2 officers from the working group have been assigned responsibility to write and implement welfare guidelines Task assigned to Business Officer for annual accounts and daily bookkeeping. Guidelines to be written for consistency.	**Estimated Date: 31/07/2018** **Revised Date: 01/05/2021** **No of Revisions 4** Current revised date agreed as	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
					part of extension exercise	
116	H&SC Care Homes - Corporate Report A3.1: Training Judith Proctor, Chief Officer	**Medium**	A3.1(1) Manager review of training Started	This will be included as part of a new monthly controls process to be implemented and monitored via completion of a monthly spreadsheet. A working group has been established to document all processes to be included.	**Estimated Date: 30/06/2019 Revised Date: 01/05/2021 No of Revisions 3** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan
117	H&SC Care Homes - Corporate Report A3.3: Performance & Attendance Management Judith Proctor, Chief Officer	**Medium**	A3.3(2) Health & Social Care Teams - 6 monthly and annual performance conversations Started	Health and Social Care Teams Will ensure that annual performance conversations (once completed) are recorded on the iTrent system.	**Estimated Date: 30/06/2018 Revised Date: 01/05/2021 No of Revisions 5** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
118	H&SC Care Homes - Corporate Report A3.3: Performance & Attendance Management Judith Proctor, Chief Officer	**Medium**	A3.3(4) Health & Social Care Teams - quarterly review of absence and performance management Started	This is the responsibility of the Unit manager for their direct reports. The Business Support Officer will ensure that the Unit Manager is aware on a monthly basis for Domestics and Handymen reporting to them The Business Support Officer is required to monitor and report through the Customer process on a monthly basis. The staff nurse / charge nurse to be appointed at Gylemuir will ensure that this is performed for all NHS staff.	**Estimated Date: 30/06/2018** **Revised Date: 01/05/2021** **No of Revisions 3** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan
119	H&SC Care Homes - Corporate Report A3.4: Agency Staffing Judith Proctor, Chief Officer	**Medium**	A3.4(2) Analysis of the agency staff and hours worked charges Started	The BSO will assist the UM (See A2.1). A paper is being presented to the Health and Social Care Senior Management Team week commencing 15th January 2018 that proposes a solution where information will be provided to Locality Managers who will prepare reports for Care Homes. If this solution is agreed, it will be implemented immediately.	**Estimated Date: 31/03/2018** **Revised Date: 01/05/2021** **No of Revisions 4** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan
120	H&SC Care Homes - Corporate Report A3.5: Adequacy of Resources Judith Proctor, Chief Officer	**Medium**	A3.5(1) Care Inspectorate Dependency Assessments requirements Started	Unit managers submit monthly reports to Cluster manager and Locality management team. Locality management team responsible for ensuring resource meets the demand based on dependency scoring.	**Estimated Date: 31/01/2019** **Revised Date: 01/05/2021** **No of Revisions 5** Current revised date agreed as	Angela Ritchie Cathy Wilson Marian Gray Tom Cowan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
					part of extension exercise	
Page 259	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer	**High**	Recommendation 1a - Health & Social Care Started	1. Health and Social Care: Given the considerable business support and social worker resources implications, the above recommendations will take time to design, implement and maintain. Business Support is resolving problem appointee arrangements as we go along, however, the backlog of reviews will need a programme management approach to rectify errors and support the governance required. In the meantime, associated risks will be added to the Partnership's risk register to monitor controls and progress on a monthly basis, given its high finding rating. Following the Care Home Assurance Review, the Partnership is developing a self-assurance control framework. Locality Managers have agreed for corporate appointee arrangements to be included in the assurance framework – which if found to be successful and useful, can be mirrored by the other applicable services in this report. Business Support is working on new guidelines for the administration of Corporate Appointeeship (e.g. new procedures, monthly checklists, etc.), which will support the effective delivery of the framework.	**Estimated Date: 28/06/2019 Revised Date: 01/08/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Colin Beck Ian Waitt Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
122	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer	**High**	2.2. Updating procedures to include an annual review of Corporate Appointee contracts Started	2. New guidelines will be written to ensure clarity of responsibilities. Sections will be included detailing Social Work; Business Support; and Transactions team responsibilities. The objective is to create and implement an end to end process that includes eligibility criteria, DWP processes and a full administrative process that will be applied centrally and across Locality offices; clusters; and hubs.	**Estimated Date: 30/04/2018 Revised Date: 01/08/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Colin Beck Ian Waitt Tony Duncan
123	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer	**High**	Recommendation 8 Started	8. Refresher training will be offered as part of the implementation of the new guidelines to all staff involved in the process and recorded on staff training records. The training will also be incorporated into the new staff induction process.	**Estimated Date: 31/05/2018 Revised Date: 01/08/2021 No of Revisions 3** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Colin Beck Ian Waitt Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
124	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer	**High**	Recommendation 1b - Business Support Started	1. Business Support: Business Support will enable the review of current processes and guidelines in conjunction with Hub and Cluster Managers with sign off at the Locality Managers Forum. Business support will review all Corporate Appointee accounts and contact the relevant social worker, support worker or hub where the funds are over £16K for immediate review. Business support will advise social work when the funds exceed £16K where there is not a valid reason (for example, client deceased and social worker discussing estate with solicitor). Clarity on contact with DWP is being progressed and will be written into the new guidelines. Regular reporting will be introduced from the revised systems being implemented. This will be provided monthly at Senior Social Work level and annually for H&SC management	**Estimated Date: 31/05/2018 Revised Date: 01/08/2021 No of Revisions 2** Current revised date agreed as part of extension exercise	Angela Ritchie Cathy Wilson Colin Beck Ian Waitt Tony Duncan
125	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Risk and Supplier Performance Management Judith Proctor, Chief Officer	**High**	Rec 1 - Risk Management Started	A contracts management risk register will be developed describing, prioritising, and addressing risks to delivery. The risk register will be shared with and approved by the Core group by January 2018. The risk register will be refreshed quarterly and reviewed by the Core Group.	**Estimated Date: 30/03/2018 Revised Date: 01/03/2021 No of Revisions 4** Current revised date agreed as part of extension exercise	Alana Nabulsi Angela Ritchie Cathy Wilson Colin Beck Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
126	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Risk and Supplier Performance Management Judith Proctor, Chief Officer	**High**	Rec 3 - Performance Expectations Started	The existing contract management procedures will be summarised in a single document. It will include the dates information needs to come in, the key contacts, the escalation process in the event of non-performance and the priority metrics that would trigger those processes (waiting times, numbers taken onto caseloads, planned discharges). There will still be subject knowledge and judgement involved in monitoring the contracts; the escalation process cannot be reduced to an algorithm. To be agreed with the providers to confirm our shared understanding and shared with the EADP core group by January 2018.	**Estimated Date: 31/01/2018 Revised Date: 01/02/2021 No of Revisions 3**	Alana Nabulsi Angela Ritchie Cathy Wilson Colin Beck Tony Duncan
127	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Risk and Supplier Performance Management Judith Proctor, Chief Officer	**High**	Rec 4 - Timeframes Started	The existing contract management procedures will be summarised in a single document. It will include the dates information needs to come in, the key contacts, the escalation process in the event of non-performance and the priority metrics that would trigger those processes (waiting times, numbers taken onto caseloads, planned discharges). There will still be subject knowledge and judgement involved in monitoring the contracts; the escalation process cannot be reduced to an algorithm. To be agreed with the providers to confirm our shared understanding and shared with the EADP core group by January 2018.	**Estimated Date: 31/01/2018 Revised Date: 01/02/2021 No of Revisions 3**	Alana Nabulsi Angela Ritchie Cathy Wilson Colin Beck Tony Duncan
128	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Key Person Dependency and Process Documentation	**Medium**	Rec 2 - Contract Management Processes Started	The existing contract management procedures will be summarised in a single document. It will include the dates information needs to come in, the key contacts, the escalation process in the event of non-performance and the priority metrics that would trigger those processes (waiting times, numbers taken onto caseloads, planned discharges). There will still be subject knowledge and judgement involved in monitoring the contracts; the escalation process cannot be reduced to an algorithm. To be agreed with the providers to	**Estimated Date: 31/01/2018 Revised Date: 01/02/2021 No of Revisions 3**	Alana Nabulsi Angela Ritchie Cathy Wilson Colin Beck Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer			confirm our shared understanding and shared with the EADP core group by January 2018.		
Page 263	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Key Person Dependency and Process Documentation Judith Proctor, Chief Officer	**Medium**	Rec 4 - Key Supplier Contracts Started	The existing contract management procedures will be summarised in a single document. It will include the dates information needs to come in, the key contacts, the escalation process in the event of non-performance and the priority metrics that would trigger those processes (waiting times, numbers taken onto caseloads, planned discharges). There will still be subject knowledge and judgement involved in monitoring the contracts; the escalation process cannot be reduced to an algorithm. To be agreed with the providers to confirm our shared understanding and shared with the EADP core group by January 2018.	**Estimated Date: 31/01/2018 Revised Date: 01/02/2021 No of Revisions 3**	Alana Nabulsi Angela Ritchie Cathy Wilson Colin Beck Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
130	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Key Person Dependency and Process Documentation Judith Proctor, Chief Officer	**Medium**	Rec 5 - Records Management Policy Started	Records retention policy: Direction will be requested from the Information Governance team in relation to Records Management Policy requirements and how they should be applied to retention, archiving and destruction of contract management information. Any lessons learned will be shared with the Health and Social Care contracts management team.	**Estimated Date: 30/03/2018 Revised Date: 01/02/2021 No of Revisions 5**	Alana Nabulsi Angela Ritchie Cathy Wilson Colin Beck Tony Duncan
131	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Supplier Sustainability Judith Proctor, Chief Officer	**Medium**	Rec 2 - Contingency Plans Started	Contingency plans will be developed, discussed with existing suppliers, and approved by the Core Group.	**Estimated Date: 31/01/2018 Revised Date: 01/02/2021 No of Revisions 2**	Alana Nabulsi Angela Ritchie Cathy Wilson Colin Beck Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
132 Page 265	Localities Operating Model 1. Localities Governance and Operating Model Paul Lawrence, Executive Director of Place and SRO	**High**	1.1 Recommendation - Localities Operating Model Post Implementation Review Started	Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.	**Estimated Date: 31/03/2020 Revised Date: 01/11/2020 No of Revisions 1** **Now in the process of being transferred to the Adaptation and Renewal Programme**	Alison Coburn Alistair Gaw David Givan Evelyn Kilmurry George Gaunt Mike Avery Peter Strong Ruth Currie Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
133 Page 266	Localities Operating Model 1. Localities Governance and Operating Model Paul Lawrence, Executive Director of Place and SRO	**High**	1.2 Recommendation – Development and Delivery of Council Locality Improvement Plan Actions Started	Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.	**Estimated Date: 31/03/2020 Revised Date: 01/02/2021 No of Revisions 1** **Now in the process of being transferred to the Adaptation and Renewal Programme**	Alison Coburn Alison Henry David Givan Donna Rodger Evelyn Kilmurry George Gaunt Laurence Rockey Michele Mulvaney Mike Avery Paula McLeay Peter Strong Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
134	Localities Operating Model 1. Localities Governance and Operating Model Laurence Rockey, Head of Strategy & Communications	**High**	1.3 Recommendation - Locality Service Delivery Performance Measures Started	Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.	**Estimated Date: 31/03/2020 Revised Date: 01/08/2021 No of Revisions 1** **Now in the process of being transferred to the Adaptation and Renewal Programme**	Alison Coburn Donna Rodger Evelyn Kilmurry Michele Mulvaney Mike Avery Paula McLeay Peter Strong Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
135 Page 268	Localities Operating Model 1. Localities Governance and Operating Model Paul Lawrence, Executive Director of Place and SRO	**High**	1.4 Recommendation - Engagement with Council centralised divisions Started	Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.	**Estimated Date: 31/03/2020 Revised Date: 01/11/2020 No of Revisions 1** **Now in the process of being transferred to the Adaptation and Renewal Programme**	Alison Coburn David Givan Evelyn Kilmurry George Gaunt Mike Avery Peter Strong Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
136	Localities Operating Model 1. Localities Governance and Operating Model Stephen Moir, Executive Director of Resources	**High**	1.5 Recommendation - Locality budget planning and financial management Started	Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.	**Estimated Date: 31/03/2020 Revised Date: 01/11/2020 No of Revisions 1** **Now in the process of being transferred to the Adaptation and Renewal Programme**	Alison Coburn Annette Smith Evelyn Kilmurry Hugh Dunn John Connarty Michelle Vanhegan Mike Avery Peter Strong Sarah Burns Susan Hamilton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
137 Page 270	Localities Operating Model 1. Localities Governance and Operating Model Paul Lawrence, Executive Director of Place and SRO	**High**	1.6 Recommendation - Risk Management Started	Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.	**Estimated Date: 31/03/2020 Revised Date: 01/11/2020 No of Revisions 1** **Now in the process of being transferred to the Adaptation and Renewal Programme**	Alison Coburn David Givan Evelyn Kilmurry George Gaunt Mike Avery Peter Strong Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
138	Localities Operating Model 1. Localities Governance and Operating Model Paul Lawrence, Executive Director of Place and SRO	**High**	1.7 Recommendation - Succession Planning Started	Management response from the Place Directorate and Strategy and Communications It is recognised the Council's localities operating model has not been fully effective and that oversight of locality performance and delivery of locality improvement plan actions could be improved. This is mainly attributable to the ambitious and complex design of the original localities operating model. The Localities operating model is in the process of being redesigned following dissolution of the Localities Committees as in February 2019, and the Internal Audit recommendations included in the first finding below will be considered and implemented (where appropriate) in the design of the new model and incorporated within reporting provided to established Council executive committees that are responsible for oversight of service delivery across the localities and monitoring progress with delivery of LIP actions. Once the new locality model has been designed, details of the new design and implementation plan will be shared with Internal Audit by 31 March 2020 to demonstrate how their recommendations will be addressed and implemented. It has been agreed with Internal Audit that new management actions will be raised at that time to track implementation progress.	**Estimated Date: 31/03/2020 Revised Date: 01/11/2020 No of Revisions 1 Now in the process of being transferred to the Adaptation and Renewal Programme**	Alison Coburn David Givan Evelyn Kilmurry George Gaunt Mike Avery Peter Strong Sarah Burns
139	Localities Operating Model 2. Oracle Financial System – Authorised Approval Limits Stephen Moir, Executive Director of Resources	**Low**	2.1 Recommendation - Authorisation Limits Review Started	A large-scale exercise, involving over 500 changes to the structure, was undertaken during the winter months realigning Place, taking into account changes relating to Transformation. A review of all Oracle Requisition Approvers for the department of Place has been initiated and is currently underway. More fundamentally, a rolling programme of all Oracle Requisition Approvers, across all divisions, has been reinstated. Prior to 2015 this was business as usual (BAU), however due to the proposed introduction of the enterprise resource planning solution and other budget cuts and staff reductions this was suspended. The significance of this regular review was recognised and reinstated in 2018. This will be rigorously implemented until firmly re-embedded as part of BAU across the business	**Estimated Date: 26/06/2020 Revised Date: 01/11/2020 No of Revisions 0**	Alison Henry Annette Smith Brenda Brownlee David Camilleri Hugh Dunn Layla Smith Michelle Vanhegan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
140	Planning and S75 Developer Contributions Backlog of Legacy Developer Contributions Stephen Moir, Executive Director of Resources	**High**	PL 1802 Recommendation 1.1 Review of developer contributions held in the Finance database Started	A full review of all developer contributions held in the Finance database will be performed, and all entries reconciled to amounts held on deposit and/or in the general ledger.	**Estimated Date: 31/01/2016 Revised Date: 01/02/2021 No of Revisions 1**	Alison Coburn Alison Henry Annette Smith Bruce Nicolson David Leslie David Givan Hugh Dunn Layla Smith Michael Thain Michelle Vanhegan Rebecca Andrew

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
141 Page 273	Planning and S75 Developer Contributions Backlog of Legacy Developer Contributions Paul Lawrence, Executive Director of Place and SRO	**High**	PL 1802 Recommendation 1.2 Retrospective review of historic developer contribution legal agreements Started	Planning has worked with Finance to identify the status of legacy contributions identified in 2015. Planning accepts that the status of the remaining £2.3 million backlog needs to be identified, and any associated actions identified and recorded. Whilst an agreed implementation date of 30 September 2020 is noted below, priority will be given to completing these actions as quickly as possible.1. The audit recommendations detailed above will be implemented. Finance and planning will work together to determine the risk-based sample to be included in the review. For the sample selected, Planning will determine whether or not the terms of the agreement have been fulfilled where agreements have been fulfilled, Finance will determine whether developer contributions have been received and applied. Where agreements have not been fulfilled and the Council is holding developer funds, the management action specified at 2.3 below will be applied.2. An internal record will be maintained of agreements that have not been fulfilled to prevent services from drawing down contributions to support any development work. Developers will not be advised that agreements are void and no longer applicable, as (under legislation) only developers can seek to discharge the agreement; and3. and 4 where agreements have not been fulfilled and funds are held by the Council, the developer will be contacted (where they can be traced) to ascertain whether they would accept reimbursement of funds. Where this is the case, a value should be agreed between the Council and the developer that reflects interest and indexation (where applicable) and reimbursed.	**Estimated Date: 31/01/2016 Revised Date: 01/02/2021 No of Revisions 1**	Alison Coburn Alison Henry Annette Smith Bruce Nicolson David Leslie David Givan George Gaunt Graham Nelson Hugh Dunn Kevin McKee Michael Thain Michelle Vanhegan Nick Smith Rebecca Andrew

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
142	Planning and S75 Developer Contributions Ongoing management of developer contributions Stephen Moir, Executive Director of Resources	**High**	PL1802 Iss 3 Rec 3.2 Ongoing maintenance of developer contributions Started	All recommended actions will be implemented as set out above (in IA recommendations).	**Estimated Date: 30/09/2020 Revised Date: 01/02/2021 No of Revisions 0**	Alison Henry Annette Smith Hugh Dunn Layla Smith Michelle Vanhegan Rebecca Andrew
143	HMO Licensing PL1803 Issue 1 Licensing system - Data Integrity and Performance Issues Stephen Moir, Executive Director of Resources	**High**	PL1803 Issue 1.1 Project Plan Started	Response from Digital Services Digital Services resources have now been allocated to work with both the Licencing team and CGI to progress the change request for the upgrade to APP Civica CX, and this will involve developing a plan to support implementation of the system upgrade that includes details of all relevant activities to be completed and implementation timeframes. Response from Licencing the Place Directorate and Digital Services have made change requests for CGI to provide analysis on the business benefits, costs and risks of moving to the APP. These change requests are outstanding from CGI from 2018. Upon receipt of this analysis the Directorate will agree with the Resource Directorate a project plan for approval by senior managers,	**Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 3**	Alison Roarty Grace McCabe Heather Robb Isla Burton Julie Rosano Layla Smith Michelle Vanhegan Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
144	HMO Licensing PL1803 Issue 1 Licensing system - Data Integrity and Performance Issues Paul Lawrence, Executive Director of Place and SRO	**High**	PL1803 Issue 1.2 Escalation of system issues Started	The Place Directorate has previously reported on operational performance issues to the Regulatory Committee in 2018. The Place Directorate will include a full assessment of system issues with APP within a wider performance report due to be submitted to Regulatory Committee in the last quarter of 2019/20. This report will include an update on proposed project plan for APP Cx	**Estimated Date: 31/03/2020 Revised Date: 31/03/2021 No of Revisions 1** Revised due date to be further agreed with management and updated	Alison Coburn Andrew Mitchell David Givan George Gaunt Grace McCabe Isla Burton Michael Thain Sandra Harrison
145	HMO Licensing PL1803 Issue 3 - Operational Performance and Reporting Paul Lawrence, Executive Director of Place and SRO	**Medium**	PL1803 Issue 3.1 Inspection revisit policy Started	It is not legally possible to refuse a licence application based on number of visits as legislation requires that each case is considered on its merits and any policy that removes discretion would be at high risk of legal challenge. A new procedure is currently being drafted that will ensure a consistent approach and any decision on number of revisits is controlled by managers of the service to reduce the number of unnecessary revisits. We will amend current codes used in the APP Civica licencing system to ensure a 3-stage process for inspection and revisit is applied going forward. This will include creation of: a new unique single action code for an Initial inspection a new unique single action code for a Revisit inspection to offer a 7,14 21 or max 28-day time frame to complete any outstanding works – only available after an initial inspection has taken place a new unique action for a single Team Leader/Manager Review Inspection – only available in exceptional cases where additional guidance is sought by the inspector and must be authorised by a team leader/manager	**Estimated Date: 31/12/2019 Revised Date: 05/10/2020 No of Revisions 5**	Alison Coburn Andrew Mitchell David Givan George Gaunt Grace McCabe Isla Burton Michael Thain Sandra Harrison

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
146	HMO Licensing PL1803 Issue 4 Training and Guidance Documentation Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1803 Issue 4.1 Induction process Started	Regulatory Services introduced a service specific induction program for all teams in 2018 in order to ensure that all new starts are appropriately supported. Written Induction packs for the licensing service were created and will be used for all new staff. The pack includes a 6-week training programme which will be tailored for each new start depending on where they sit within the service. The member of staff identified by the audit had been assigned alternate duties was not therefore familiar with the process. This has been addressed with the individual concerned. Appropriate refresher briefings will be given for all managers within the service.	**Estimated Date: 30/09/2019 Revised Date: 01/02/2020 No of Revisions 0**	Alison Coburn Andrew Mitchell David Givan George Gaunt Grace McCabe Isla Burton Michael Thain Sandra Harrison
147	Road Services Improvement Plan PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance Paul Lawrence, Executive Director of Place and SRO	**High**	PL1808 - 1.1 Roads Service Improvement Plan review (including financial operating model) Started	Accepted. The Roads Service Improvement Plan (the Plan) will be reviewed following completion of the organisational restructure and will consider the points noted in the recommendation. A review of the financial operating model will also be undertaken with the aim of embedding a new budget structure for the service. Once completed the Plan business case will be refreshed to reflect any significant changes.	**Estimated Date: 30/04/2020 Revised Date: 01/09/2020 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser
148	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence,	**Low**	PL1808 - 3.2a) Inspector training and qualifications Started	1. Design and implement a training framework for all relevant Inspectors in line with the newly adopted 'Road Safety Inspection and Defect Categorisation Procedure'	**Estimated Date: 31/01/2020 Revised Date: 01/06/2020 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Executive Director of Place and SRO					
149	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1808 - 3.3 Management information for planned inspections Started	On appointment, the new Service Performance Coordinator and Team Leader – Safety Inspections will work with Pitney Bowes (the supplier of the Confirm system) to develop a new process to plan and monitor safety inspection performance	**Estimated Date: 31/03/2020 Revised Date: 01/11/2020 No of Revisions 1**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist
150	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1808 - 3.4 Authentication protocol for the Confirm Connect application Started	An audit of all handsets will be undertaken, and any non-complaint handsets will be removed and replaced	**Estimated Date: 31/01/2020 Revised Date: 01/06/2020 No of Revisions 0**	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
151	Street Lighting and Traffic Signals Street Lighting - Inventory and Maintenance Paul Lawrence, Executive Director of Place and SRO	**Medium**	PL1810 Issue 2: Rec 1 - Street lighting inventory completeness and electrical testing results Started	Clear processes will be designed and implemented to ensure that: all street lighting additions and removals are accurately recorded on Confirm; electrical testing outcomes are completely and accurately recorded on Confirm; and progress with testing is accurately monitored and reconciled. These processes will be included in the Street Lighting Operational Guide (developed under Finding No 3 below). With this action being inextricably linked with the ongoing Energy Efficient Street Lighting Programme, implementation will be phased (on a Ward by Ward basis) within six months of completion of each Ward within the Programme, with full completion by 30 June 2022. It has been agreed with Internal Audit that an implementation date of 20 December 2019 has been agreed with Internal Audit, enabling them to perform sample testing across the wards that have been completed at that time.	**Estimated Date: 20/12/2019 Revised Date: 01/02/2021 No of Revisions 3**	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Nicole Fraser Robert Mansell Tony Booth
152	Street Lighting and Traffic Signals Street Lighting - Inventory and Maintenance Paul Lawrence, Executive Director of Place and SRO	**Medium**	PL1810 Issue 2: Rec 2 - Street Lighting Inventory Checks Started	The processes (designed and implemented above) will include a monitoring arrangement, with quarterly checks made to confirm the completeness and accuracy of the inventory in Confirm. With this action being inextricably linked with the ongoing Energy Efficient Street Lighting Programme, implementation will be phased (on a Ward by Ward basis) within six months of completion of each Ward within the Programme, with full completion by 30 June 2022. It has been agreed with Internal Audit that an implementation date of 20 December 2019 has been agreed with Internal Audit, enabling them to perform sample testing across the wards that have been completed at that time.	**Estimated Date: 20/12/2019 Revised Date: 01/02/2021 No of Revisions 3**	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Nicole Fraser Robert Mansell Tony Booth

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
153	Street Lighting and Traffic Signals Street Lighting and Traffic Signals: Process and quality assurance documentation and training Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1810 Issue 3 - Rec 1 Operation and maintenance procedures Started	Street Lighting and Traffic Signals Operational Guides will be developed, implemented, and reviewed to ensure that processes align with current regulatory requirements. Operational Guides will be implemented within six months of implementation of the Roads Improvement Plan, or by 30 September 2019, whichever comes first.	**Estimated Date: 30/09/2019 Revised Date: 01/12/2020 No of Revisions 2**	Alan Simpson Alison Coburn Claire Duchart David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth
154	Street Lighting and Traffic Signals Traffic Signals: Evidence of pre installation design and acceptance testing Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1810 Issue 4: Rec 1 - Paperless testing checklist Started	A checklist will be introduced to record all factory and site acceptance testing and uploaded onto InView against the appropriate asset. The checklist will record engineer acceptance and review.	**Estimated Date: 31/03/2020 Revised Date: 01/02/2021 No of Revisions 2**	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
155	Street Lighting and Traffic Signals Traffic Signals: Evidence of pre installation design and acceptance testing Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1810 Issue 4: Rec 2 - Guidance supporting testing checklist Started	Workshop to be arranged to guide all relevant team members on the processes for completion and retention of the checklist.	**Estimated Date: 31/12/2019 Revised Date: 01/02/2021 No of Revisions 3**	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth
156	Street Lighting and Traffic Signals Traffic Signals: Evidence of pre installation design and acceptance testing Paul Lawrence, Executive Director of Place and SRO	**Low**	PL1810 Issue4: Rec 3 - Checklist retention procedures Started	Processes for the completion and retention of the checklist to be included in appropriate Operational Guide.	**Estimated Date: 31/03/2020 Revised Date: 01/02/2021 No of Revisions 2**	Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
157	Fleet Review Project management and governance framework Paul Lawrence, Executive Director of Place and SRO	**High**	3. Recommendation - Project Management Framework Started	Agreed. The guidance designed by Strategy and Insight will be applied to support the Fleet project management framework; Agreed – all documentation noted above will be prepared to support the project; Project documentation will be approved by the Project Board. Status reporting will be provided to Strategy and Insight for inclusion in the CLT Change Board pack; and agreed – actions will be documented; allocated; and monitored to confirm their completion.	**Estimated Date: 28/06/2019 Revised Date: 01/05/2020 No of Revisions 1**	Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Nicole Fraser Scott Millar Veronica Wishart
158	Drivers Management and use of Driver Permits and fuel FOB cards Paul Lawrence, Executive Director of Place and SRO	**Medium**	Management and use of Driver Permits and Fuel FOB cards Rec 4 Started	Fleet Services will perform an exercise to remove all historic leavers from their database and advise the external third party who performs the annual licence checks to ensure that no subsequent checks are performed on former employees;	**Estimated Date: 01/02/2019 Revised Date: 01/03/2021 No of Revisions 3**	Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright
159	Drivers Recording and addressing driving incidents Paul Lawrence, Executive Director of Place and SRO	**Medium**	Recording and addressing driving incidents Rec 3 Started	Quarterly analysis of driving incidents will be performed and provided to Service Areas with a request that any recurring themes or root causes are incorporated into ongoing driver training;	**Estimated Date: 01/02/2019 Revised Date: 01/09/2019 No of Revisions 1**	Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
160	Drivers Recording and addressing driving incidents Paul Lawrence, Executive Director of Place and SRO	**Medium**	Recording and addressing driving incidents Started	Six monthly reporting will be provided to the Corporate Leadership Team together with details of relevant actions taken.	**Estimated Date: 01/10/2019 Revised Date: 01/12/2020 No of Revisions 1**	Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright
161	Asset Management Strategy Issue 1: Visibility and Security of Shared Council Property Stephen Moir, Executive Director of Resources	**Medium**	Review of existing shared property Started	A review of the office estate is underway by the Operational Estates team to identify third party users and approach them to seek appropriate leases or licences to allow them to occupy the premises and ensure the Council is appropriately reimbursed.	**Estimated Date: 31/10/2018 Revised Date: 01/03/2026 No of Revisions 3**	Audrey Dutton Gohar Khan Layla Smith Lindsay Glasgow Michelle Vanhegan Peter Watton
162	Compliance with IR35 and Right to Work RES1802: Issue 1. IR35 Compliance and Oversight Framework Judith Proctor, Chief Officer	**High**	RES1802: Issue 1.5 Daybreak Carer's Agreements Started	The Carer's Agreement will be revised with assistance from Legal and Risk service to ensure it complies with all requirements. All current carers will be asked to sign a revised agreement. The agreement will be revised on an annual basis to take account of any relevant changes.	**Estimated Date: 30/09/2019 Revised Date: 01/11/2020 No of Revisions 3Closed**	Angela Ritchie Anne-Marie Donaldson Cathy Wilson Kevin McKee Mark Grierson Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
163	Certifications and Software Licenses RES1805 Licenses and Certificates: Issue 1 - Governance and Oversight Stephen Moir, Executive Director of Resources	**Medium**	1.1 Council - Governance and Oversight of Certificates and Licenses Started	Council: Both Digital Services Management and CGI agree that the issues relating to Certificates and Licenses must be addressed. Digital Services Management will: ensure improved Governance of the processes around this are undertaken, reporting any issues through the Executive Board; and ensure licenses are reduced/savings are realised where reduction or improved management of licenses is practicable. 2. Although not directly part of this action, more explicit requirements and governance around certificates and licenses will form part of any new or revised outsourcing contract.	**Estimated Date: 31/01/2020 Revised Date: 01/11/2020 No of Revisions 2** **Agreed date to be extended as part of IA Extension Timeframes exercise – date to be advised by Service.**	Alison Roarty Heather Robb Jackie Galloway Julie Rosano Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington
164	Certifications and Software Licenses RES1805 Licenses and Certificates: Issue 1 - Governance and Oversight Stephen Moir, Executive Director of Resources	**Medium**	1.2 CGI - Reporting and monitoring - Licenses and Certificates Started	CGI will Provide improved reporting on licenses and usage to Council Asset meetings. This will start no later than October 2019; At these meetings, also provide updates on certificate management, highlighting any service impact/incident reports caused by certificate issue; and Work with Council to provide a relevant update for the Partnership Board/Executive meeting on certificate and license management.	**Estimated Date: 31/01/2020 Revised Date: 01/11/2020 No of Revisions 2** **Agreed date to be extended as part of IA Extension Timeframes exercise – date to be advised by Service.**	Alison Roarty Heather Robb Jackie Galloway Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington
165	Certifications and Software Licenses RES1805 Licenses and Certifications: Issue 2 - Ongoing	**High**	2.1 Completeness and accuracy of license inventory reports	CGI will Use the Microsoft SCCM Product to ensure that all software installed in appropriately licensed Ensure that the license report is reconciled back to source system data (where applicable) and gain Council confirmation that they are satisfied with the completeness and accuracy of the license inventory. Update the Council at the fortnightly asset meetings	**Estimated Date: 31/01/2020 Revised Date: 01/11/2020**	Alison Roarty Heather Robb Jackie Galloway Julie Rosano Laura Millar

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	management Stephen Moir, Executive Director of Resources	■	Started	of any differences between installed and licensed software and agree a course of action e.g. removal, reduction in licenses, discussion with Services on usage This should start by the end of October 2019.	**Agreed date to be extended as part of IA Extension Timeframes exercise – date to be advised by Service.** **No of Revisions 2**	Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington
Page 284	Certifications and Software Licenses RES1805 Licenses and Certifications: Issue 2 - Ongoing management Stephen Moir, Executive Director of Resources	**High**	2.2 Thematic certificates and licenses incidents Started	CGI will report to the Council on service incidents that have been caused by license or certificate issues where the root cause is non/late renewal or incorrect implementation. This should start no later than the end of October 2019 and will be discussed at the monthly Partnership Forum. CGI and Digital Services will then determine if the issues identified require a process review.	**Estimated Date: 31/01/2020** **Revised Date: 01/11/2020** **No of Revisions 2Agreed date to be extended as part of IA Extension Timeframes exercise – date to be advised by Service.**	Alison Roarty Heather Robb Jackie Galloway Julie Rosano Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
167	Out of Support Technology and Public Sector Network Accreditation RES1807 - Issue 1: Public Services Network governance framework Stephen Moir, Executive Director of Resources	**Low**	RES1807 - 1.1 Public Services Network governance arrangements Started	Digital Services Management has recognised the need to review governance arrangements around PSN /Cybersecurity. This will include Adapting the Security Working Group (SWG) Assurance report, in conjunction with CGI, to be the single report for all security assurance and accreditation matters encompassing PNS, Cyber Essentials/Cyber Essentials Plus, PSCAP and progress against Internal Audit findings. Working with CGI to change the Security Management Plan to have separate fortnightly SWG meetings to cover Operations and Assurance: SWG Operations Group will review the Security Operations Centre (SOC) and Security Operations Reports (SOR)SWG Assurance Group will review Assurance, PSN, Cyber Essentials/Cyber Essentials Plus and Audit Actions. To enable this approach, we will work with the Commercial teams from CGI and the Council to ensure that this approach is acceptable under the terms of the Contract Ensuring that PSN risks are included and highlighted in the Public Sector Network Plan B report. These risks will also be added to the Council/CGI partnership security risk log and reviewed as part of this.	**Estimated Date: 31/01/2020 Revised Date: 01/12/2020 No of Revisions 1**	Alison Roarty Heather Robb Julie Rosano Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey
168	Cyber Security - Public Sector Action Plan RES1808: Issue 1: Critical Operational Cyber Security Controls Stephen Moir, Executive Director of Resources	**Medium**	RES1808: Issue 1: Recommendation 1.2 - Cyber Essentials Accreditation Started	CGI completed a complete manual vulnerability scan of the estate in November 2018 Vulnerabilities identified from this scan are being resolved as part of the Public Services Network remediation action plan. CGI have been formally requested to implement automated vulnerability scanning as a service. To ensure this is in place in time for Cyber Essentials Plus accreditation this automated vulnerability scanning is targeted to be implemented by end of June 2019.	**Estimated Date: 30/09/2019 Revised Date: 01/05/2021 No of Revisions 2**	Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
169	Cyber Security - Public Sector Action Plan RES1808: Issue 1: Critical Operational Cyber Security Controls Stephen Moir, Executive Director of Resources	**Medium**	RES1808: Issue 1: Recommendation 4.1 - User access controls Started	CGI indicated that the full recommendations made by the external auditor could not be implemented without significant change to the contract and at a notable additional cost. CGI provided the Council and the External Auditors with details of the current oversight of the CGI Wintel and UNIX password policies. Current ongoing evidence of this oversight via the Security Working Group will be provided to external audit, a statement confirming the risk acceptance by the Executive Director of Resources will be prepared, approved, signed, and provided to Scott Moncrieff.	**Estimated Date: 31/05/2019 Revised Date: 01/10/2019 No of Revisions 0** **Agreed date to be extended as part of IA Extension Timeframes exercise – date to be advised by Service.**	Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey
170	Supplier Management Framework and CIS Payments RES1809 Issue 1: Contract Management by Directorates and Service Areas Alistair Gaw, Executive Director of Communities and Families	**High**	RES1809 Issue 1.1(3): Completeness and accuracy of the contract register - C&F Started	Communities and Families A review will be undertaken to populate the contracts register with accurate details of named officers for tier 1 contracts and Procurement will be notified so that master contracts register can be updated. We will follow a similar process to HSC and Place in relation to updating of the register for tier 2, 3 and other value contracts at the point of procurement, renewal, or submission of new waivers.	**Estimated Date: 31/03/2020 Revised Date: 01/11/2020 No of Revisions 1**	Anna Gray Claire Thompson David Hoy Michelle McMillan Nickey Boyle

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
171	Supplier Management Framework and CIS Payments RES1809 Issue 1: Contract Management by Directorates and Service Areas Paul Lawrence, Executive Director of Place and SRO	**High**	RES1809 Issue 1.1(4): Completeness and accuracy of the contract register - Place Started	Place A recent review of the contracts register was carried out. However, an annual review of the contracts register will be undertaken to ensure that the Council's contracts register is completely and accurately populated for all Place contracts, with contract tiering assessments and accurate contract manager details included.	**Estimated Date: 31/03/2020 Revised Date: 31/12/2020 No of Revisions 1**	Alison Coburn David Givan Gareth Barwell George Gaunt Lynne Halfpenny Michael Thain
172	Supplier Management Framework and CIS Payments RES1809 Issue 1: Contract Management by Directorates and Service Areas Judith Proctor, Chief Officer	**High**	RES1809 Issue 1.4(2): Review of contract waivers - HSCP Started	Health and Social Care Partnership These recommendations have been accepted. The outcomes of the waiver review will be presented to and discussed at the Procurement Board, and appropriate action taken to address waivers that have been consistently waived.	**Estimated Date: 27/03/2020 Revised Date: 31/12/2020 No of Revisions 1**	Alana Nabulsi Angela Ritchie Cathy Wilson Moira Pringle Sally McGregor

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
173	Supplier Management Framework and CIS Payments RES1809 Issue 1: Contract Management by Directorates and Service Areas Alistair Gaw, Executive Director of Communities and Families	**High**	RES1809 Issue 1.4(3): Review of contract waivers - C&F Started	Communities and Families Recommendations accepted. We have reduced the need for waivers through the development of framework arrangements and contracts that are in place. However, we will review the waivers currently in place and report this to Communities and Families Directorate Senior Management Team meeting with the Corporate and Procurement Services commercial partner.	**Estimated Date: 27/03/2020** **Revised Date: 01/11/2020** **No of Revisions 1**	Anna Gray David Hoy Michelle McMillan Nickey Boyle
174	Supplier Management Framework and CIS Payments RES1809 Issue 1: Contract Management by Directorates and Service Areas Paul Lawrence, Executive Director of Place and SRO	**High**	RES1809 Issue 1.4(4): Review of contract waivers - Place Started	Place Service area management teams currently receive this information (at least on a quarterly basis) and this will continue, with escalation of any issues to the Place SMT as appropriate.	**Estimated Date: 31/03/2020** **Revised Date: 31/12/2020** **No of Revisions 1**	Alison Coburn David Givan Gareth Barwell George Gaunt Lynne Halfpenny Michael Thain

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 289	Asset Management Strategy and CAFM system 18/19 RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality Stephen Moir, Executive Director of Resources	**High**	3.1 Ensuring Data Completeness, Accuracy, and Quality Started	Current CAFM users have access to the operational data they need in the system to perform their roles and are also updating the CAFM system with new data. Whilst the vision is to have all property data in CAFM, the volume of property data that could be captured and recorded is near infinite, therefore property data that will retained in CAFM has to be focused on the effort and cost to collect versus the value it provides. The CAFM Business Case includes requirement for a Data Quality Manager, who will be the responsible data steward for Property and Facilities Management (P&FM) data. Their role is not necessarily to collect the data but to ensure rigor and control over it. This will involve ensuring regular reviews of data within the system and ensuring that data is managed and maintained in line with the established CAFM data hierarchy and agreed Council information management policies and procedures. Sharing data steward responsibilities across services is problematic, as they hold responsibility and accountability for the data under their remit. It would be highly unlikely that a data steward from another service would want to take on the additional accountability of data from P&FM. We recommend that P&FM establish their own data steward. The CAFM Business Case includes the delivery of a Data Quality Strategy for P&FM. The objective of the data quality strategy is to attribute risk and value to the data maintained in the system. Additionally: data change processes and procedures that capture data processing and management in CAFM will be designed and implemented. processes for reviewing data quality, for example, review of condition survey data run in tandem with review of property data every five years, will be designed and implemented. data validation controls within CAFM will be applied; and data quality audit controls for individual data fields available in CAFM will be applied, and audit reports run at an appropriate frequency to identify any significant changes to key data.	**Estimated Date: 31/03/2016 Revised Date: 01/08/2022 No of Revisions 1** **Management has proposed closure by risk acceptance – discussions with IA ongoing**	Alan Chim Andrew Field Audrey Dutton Brendan Tate Gohar Khan Layla Smith Michelle Vanhegan Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
176 Page 290	Asset Management Strategy and CAFM system 18/19 RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality Stephen Moir, Executive Director of Resources	**High**	3.2 Resolution of known data quality issues Started	A reconciliation of the two lists has been performed and there are no obvious discrepancies other than properties which are out with the scope of the survey team. The viability of establishing a referencing system for concessionary lets in the CAFM system will be explored. The volume and value of known concessionary lets across the Council Estate will form part of the Annual Investment Portfolio update which is reported to the Finance and Resources committee. There is an ongoing work stream looking at vacant and disposed properties and the systems updates required.	**Estimated Date: 31/03/2016 Revised Date: 01/08/2022 No of Revisions 2** **Management has proposed closure by risk acceptance – discussions with IA ongoing**	Alan Chim Andrew Field Audrey Dutton Brendan Tate Gohar Khan Graeme McGartland Layla Smith Michelle Vanhegan Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
177	CGI Subcontract Management C/f 2018/19 1 Council oversight of CGI subcontract management Stephen Moir, Executive Director of Resources	**Medium**	1.1 Assessment of the criticality of CGI sub-contractors Started	Digital Services will: Perform a review, with the assistance of CGI where appropriate, of the remaining population of 65 sub-contractors that are not currently classified as key sub-contractors to determine whether they should be reclassified as 'key sub-contractors' based on the criticality of their role in supporting delivery of Council services, or the value of their contracts in comparison to the aggregate charges forecast included in the CGI contract. This review will consider the criticality of Council applications and infrastructure supported by these sub-contractors in comparison to divisional application and system recovery requirements and will ensure that the gaps noted in the CNT spreadsheet in relation to missing contractors; expired purchase orders; and criticality of applications have been addressed. Where the review highlights any significant changes, the outcomes will be provided to the relevant Council and CGI partnership governance forums together with a request that CGI implements the supplier management arrangements specified in the contract to any new key sub-contractors. Review of CGI sub-contractors will be scheduled for completion annually, and the process outlined above applied.	**Estimated Date: 30/04/2020 Revised Date: 01/01/2021 No of Revisions 1**	Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
178	Budget Setting and Management

RES 1903 Issue 4: Training for budget managers

Stephen Moir, Executive Director of Resources | **Medium** | RES 1903 Issue 4.1: Training for budget managers

Started | Finance is not currently responsible for providing training for budget managers as this was centralised into, Learning and Development in 2016. However, following discussions earlier this year, it has been agreed that responsibility for budget managers training will transfer back from Learning and Development to Finance. Once these responsibilities have been transferred, Finance will establish a process to ensure that all first line budget managers have completed the two training modules with supporting checks performed to ensure that the training has been completed. Please note that the 'Evidence required to close' listed above is for indicative purposes only. During Internal Audit's review of any evidence submitted, further supporting evidence may be required to close the action. Evidence should be uploaded to TeamCentral as actions progress and no later than 10 working days before agreed implementation date. This will allow Internal Audit sufficient time to review the evidence. | **Estimated Date: 30/09/2020 Revised Date: 01/02/2021 No of Revisions 0** | Alison Henry Annette Smith Hugh Dunn John Connarty Layla Smith Michelle Vanhegan |
| 179 | Budget Setting and Management

RES 1903 Issue 4: Training for budget managers

Stephen Moir, Executive Director of Resources | **Medium** | RES 1903 Issue 4.2: CECiL training module

Started | This is underway and will be completed by the end of May 2020. | **Estimated Date: 31/05/2020 Revised Date: 30/10/2020 No of Revisions 1** | Adam Fergie Caroline Bayne Katy Miller Layla Smith Louise Hitchings Margaret-Ann Love Michelle Vanhegan |