

Notice of meeting and agenda

Culture and Communities Committee

10.00 am Tuesday, 15th June, 2021

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the live webcast 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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

- 3.1 If any

4. Minutes

- 4.1 Minute of Culture and Communities Committee of 16 March 2021 – submitted for approval as a correct record 7 - 14

5. Forward Planning

- 5.1 Work Programme 15 - 16
- 5.2 Rolling Actions Log 17 - 30

6. Business Bulletin

- 6.1 Business Bulletin 31 - 48

7. Presentations

7.1 If any.

8. Executive Decisions

8.1	Petitions for consideration - Street Hockey and Skate Park - report by the Chief Executive – Report by the Executive Director of Place	49 - 54
8.2	Allotment Regulations – Report by Report by the Executive Director of Place	55 - 108
8.3	Parks and Greenspace Investment – Report by Report by the Executive Director of Place	109 - 144
8.4	Community Access to Secondary School Sports Facilities – Queensferry High School and Bangholm Recreation Ground – Report by the Interim Director of Communities and Families	145 - 148

9. Routine Decisions

9.1	Lauriston Farm, Edinburgh – Proposed Lease – Report by the Executive Director of Place	149 - 156
9.2	Anti-Social Behaviour Motion Report – Report by the Head of Safer and Stronger Communities and Chief Social Work Officer	157 - 194
9.3	Re-Drawing Edinburgh (Edinburgh Boundaries Extension & Tramways Act 1920 Centennial) Update Report – Report by the Chief Executive	195 - 214
9.4	Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021 – Referral from the Governance, Risk and Best Value Committee	215 - 328
9.5	Internal Audit: Overdue Findings and Key Performance Indicators as at 27 April 2021 – Referral from the Governance, Risk and Best Value Committee	329 - 422

10. Motions

10.1 None. – Report by

Andrew Kerr

Chief Executive

Committee Members

Councillor Donald Wilson (Convener), Councillor Amy McNeese-Mechan (Vice-Convener), Councillor Mark Brown, Councillor Phil Daggart, Councillor Karen Doran, Councillor David Key, Councillor Max Mitchell, Councillor Hal Osler, Councillor Susan Rae, Councillor Alex Staniforth and Councillor Ethan Young.

Information about the Culture and Communities Committee

The Culture and Communities Committee consists of 11 Councillors and is appointed by the City of Edinburgh Council. The meeting will be held by Microsoft Teams and will be webcast live for viewing by members of the public.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Natalie Le Couteur, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 6160 / 0131 529 4085, email natalie.le.couteur@edinburgh.gov.uk / blair.ritchie@edinburgh.gov.uk.

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Minutes

Culture and Communities Committee

10.00am, Tuesday 16 March 2021

Present:-

Councillors Wilson (Convener), McNeese-Mechan (Vice-Convenor), Brown, Doggart, Key, Mitchell, Osler, Rae, Staniforth and Ethan Young.

1. Minutes

Decision

To approve the minute of the Culture and Communities Committee of 26 January 2021 as a correct record.

2. Work Programme

Decision

To approve the minute of the Culture and Communities Committee of 26 January 2021 as a correct record.

3. Rolling Actions Log

The Culture and Communities Committee Rolling Actions Log was presented.

Decision

1) To agree to close the following action:

Action 7 – Review of the Community Council Complaints Procedure.

2) To agree to update Committee on City Centre Hostile Vehicle Mitigation (HVM), and possibilities that HVM assets which were located in Edinburgh, may need to be reallocated in line with national policing priorities.

3) To agree to circulate the correspondence responses regarding HVM from Cabinet Secretary for Finance, Kate Forbes MSP, at Holyrood, the Chief Secretary to the Treasury, Stephen Barclay MP and Baroness Williams, at the Home Office in Westminster.

- 4) To update the rolling actions log to reflect decisions taken at this meeting and otherwise note the outstanding actions.

(Reference – Culture and Communities Committee Rolling Actions Log 16 March 2021, submitted.)

4. Business Bulletin

The Culture and Communities Committee Rolling Actions Log was presented.

Decision

To note the business bulletin.

(Reference – Culture and Communities Committee Business Bulletin 16 March 2021, submitted.)

5. Public Space Management Plan

An update was provided on the collaborative on-line engagement which had taken place with events, festivals and filming stakeholders between 14 October 2020 and 20 January 2021 and this engagement had provided comment, advice and ideas for the development of the Public Spaces Management Plan (PSMP). It was recommended that due to the complex nature of managing events and filming in public open spaces and the high level of engagement by stakeholders, there was an opportunity to develop this further through the creation of a short-life working group involving stakeholders and officers to develop a management plan for the use of public spaces for events and filming. The outputs from the working group would be reported to Culture and Communities Committee in September 2021.

Decision

- 1) To note the collaborative engagement with stakeholders who provided extensive comment, advice and ideas for the development of the Public Space Management Plan (PSMP).
- 2) To agree to the establishment of a working group of stakeholders and officers to conclude the development.
- 3) To note that a report on the outputs from the working group would be presented to the 14 September 2021 meeting of this Committee.
- 4) To agree to change the title of the document from ‘Public Space Management Plan’ to ‘Use of Public Spaces for Events and Filming’.
- 5) To agree to amend the wording of recommendation 1.1.3 of the report submitted to remove the word “outputs” and to agree to replace with the words: “recommendation” and to insert the words “for Member approval” at the end of the recommendation.
- 6) To agree that the Working Group would be chaired by the Convenor or Vice Convenor of the Culture and Communities Committee.

(References – Culture and Communities Committee, 28 January 2020 (item 3); report by the Executive Director of Place, submitted)

6. Grants to Third Parties: Third Sector Interface and Equality and Rights Network 2021/22

The City of Edinburgh Council's proposed funding for the Third Sector Interface (TSI) and Equalities and Rights Network (EaRN) for 2021/22 was presented. The report set out the further work that would be undertaken in the coming financial year to inform approaches to support TSI activity beyond the next financial year.

Decision

- 1) To agree the funding allocations for financial year 2020/21:
 - (a) £53,500 to Edinburgh Voluntary Organisation's Council.
 - (b) £70,907 to Volunteer Edinburgh.
 - (c) £10,000 to Edinburgh Social Enterprise Network.
 - (d) £40,000 to Volunteer Edinburgh for 2020/21 to manage EaRN

- 2) To note the further planned work which would inform the approach to third sector support beyond 2021/22 as set out in the report.

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

Declaration of interests

Councillor Staniforth and Wilson declared non-financial interests in the above item as Directors of Edinburgh Science Festival.

7. Third Party Cultural Grants Funding 2021/22

An update on the third-party cultural grants fund 2020/21 was provided and approval was sought for funding which would be allocated in 2021/22. The impacts of COVID-19 on the cultural sector reinforced the need for continued proactive support and retention actions to contribute to the stability and recovery of the city's cultural sector. The strategy reflected the Council's vital partnership role with stakeholders, Strategic Partners, communities and creative practitioners to achieve this.

Decision

- 1) To note the on-going impact of COVID-19 on the cultural sector and importance of continuing the cultural grant funding programme.
- 2) To note the update on the cultural grants fund in 2020/21.
- 3) To agree the continuation of Strategic Partnership, flexible and project funding recommendations for 2021/22 as set out in Appendix 1 of the report submitted.
- 4) To agree the procurement and continuation of the multi-cultural event introduced in 2019 for two years.

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

Declaration of interests

Councillor Wilson declared non-financial interests in the above item as a Director of Dancebase, Imagine, Edinburgh International Festival, Edinburgh Festivals Centres Limited, Edinburgh International Jazz and Blues Festival, Edinburgh Festivals City Trust, Capital Theatres Trust, Queens Hall, Scottish Chamber Orchestra, Scottish Indian Arts Council.

Councillor McNeese-Mechan declared non-financial interests in the above item as a Director of Edinburgh International Science Festival, Edinburgh International Festival and as a Trustee of Capital Theatres Trust.

Councillor Mitchell declared a non-financial interest in the above item as a Trustee of Capital Theatres Trust.

Councillor Staniforth declared a non-financial interest in the above item as a Director of Edinburgh Science Festival.

8. Locality Improvement Plans

Revised Locality Plans were presented for approval by Committee, together with providing a summary of next steps in the review process. Locality improvement plans were a legislative requirement of the Community Empowerment (Scotland) Act 2015 and provided a framework for supporting the delivery of improved locality working across the city. The plans were originally approved by the Culture and Communities Committee and the Edinburgh Partnership in 2017. In December 2019 the Edinburgh Partnership agreed to carry out a review of the plans to address challenges identified through the annual reporting process. This review activity was paused in March 2020 as a result of the pandemic but resumed in September 2020. The revised plans were subsequently presented and agreed by the Edinburgh Partnership at its meeting in December 2020.

Decision

- 1) To agree the locality improvement plans as set out in appendices 1 to 4 of the report submitted.
- 2) To note the next steps in the review process set out in paragraphs 5.1 to 5.3 of the report submitted.
- 3) To agree that business growth colleagues would speak with Locality Managers to ensure the economic recovery component was contained within the Locality Improvement Plans.
- 4) To agree that The Strategy Manager for Communities would speak with the Convenor and Vice-Convenor to consider how Committee could have further input to priority setting for Locality Planning and also to give consideration to reporting frequencies.

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

9. Community Councillor Complaints Procedure and Funding

Minor changes were proposed to the Community Councillor Complaints Procedure to provide additional clarity and strengthen existing procedures. In November 2020 the Committee agreed that proposals be brought back in two cycles to allow for further consultation with Community Councils. This consultation concluded on 21 January 2021 and minor additional changes were proposed as a result of the consultation.

Decision

- 1) To agree that proposed changes to the Community Councillor Complaints Procedure as detailed at Appendix 1 would take effect for complaints received from 17 March 2021 onwards.
- 2) To note the information provided in relation to Community Council funding and support in response to the Motion approved by Council on 17 September 2020.

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

Declaration of interests

Councillor Osler declared a non-financial interest in the above item as, at the time of the meeting, her husband was a Community Councillor.

10. Developing Trauma Informed Services

Work that had taken place in Criminal Justice Social Work services to develop trauma informed service provision had been highly successful. This work met Council priorities in line with the Community Justice Outcome Improvement plan (CJOIP) 2019-2022. It proposed next steps to improve service and protect health and safety such as the reintroduction of online reservations; upgrade of the current Library App to allow self-service from customer's own smart devices (i.e. mobile phone); resource request service from Central Library Art and Design, Music and Edinburgh and Scottish Libraries.

Decision

- 1) To note the content of the report.
- 2) To note the progress which was being made in Edinburgh Justice Social Work Services in relation to the Scottish Government priority for a trauma informed workforce.
- 3) To agree that an updated progress report would be presented to Committee in 12 months' time.
- 4) To agree that the Sector Manager for Community Justice: Groupwork Services would make relevant links available to members to the Scottish Government report, the Evaluation report, the presentation slides and the NHS video, on Trauma, for information.

(Reference: report by the Head of Safer and Stronger Communities and Chief Social Work Officer, submitted.)

11. Filming in Edinburgh 2020

An annual report on the economic value of filming in Edinburgh for 2020 was presented, outlining the benefits filming in the city and the effect of the Coronavirus pandemic on the sector. The reintroduction of filming in 2020 under Coronavirus restrictions ensured Edinburgh's continued positive reputation as a filming location and pointed to the assurance of safe production management protocols for both those working on the production and the public. The strict protocols under Coronavirus restrictions were directly informed by Scottish Government Public Health Guidelines. The continuation of filming in the city formed a significant strand of business activity and city income which did, and would, contribute to the economic activity and recovery of the city.

Decision

- 1) To note the direct economic benefit of filming in Edinburgh in 2020 and the effect of the Coronavirus pandemic on the sector.
- 2) To note the strict filming management procedures which were in place and were designed to follow Scottish Government Public Health Guidelines to ensure the safety of the production and the public.
- 3) To note the contributory role of filming in the economic recovery of the city.

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

12. Service payment to Edinburgh Leisure – 2021/22

An update on Council sport facility projects including Meadowbank Sports Centre and Hunter's Hall Park was presented.

Decision

To note the update on sport facility projects.

(Reference- report by the Head of Schools and Lifelong Learning, submitted.)

Declaration of interests

Councillor Osler and Staniforth declared non-financial interests in the above item as Directors of Edinburgh Leisure.

13. Service payment to Edinburgh Leisure – 2021/22

The details of the proposed Council Service Payment to Edinburgh Leisure following approval of the Council's budget on 18 February 2021 was presented and sought approval from the Culture and Communities Committee to make payment.

Decision

- 1) To approve the service payment of £7,012,661 to Edinburgh Leisure for 2021/22.
- 2) To approve a further payment of £165,000 to Edinburgh Leisure towards capital improvements across the Council's sport and leisure facility estate.

(Reference- report by the Head of Schools and Lifelong Learning, submitted.)

Declaration of interests

Councillor Staniforth and Osler declared non-financial interests in the above item as Directors of Edinburgh Leisure.

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Work Programme

Culture and Communities Committee 15 June 2021

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
1.	Cemetery Strategy		Executive	Robbie Beattie	Place		September 2021
2.	Use of Public Spaces for Events		Executive	Ian Buchanan	Place		September 2021
3.	Citywide Culture Plan Update		Executive	Lindsay Robertson	Place		September 2021
4.	Appointment of Sixth Edinburgh Makar		Executive	Gillian Findlay	Place		September 2021
5.	Capital Wellbeing: Museums and Galleries Redesign		Executive	Gillian Findlay			September 2021
6.	Dowies Mill Weir		Executive	David Jamieson	Place		November 2021

Rolling Actions Log

Culture and Communities Committee

15 June 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
1.	31.05.18	City of Edinburgh Council - Fair Fringe and Fair Hospitality Charter Guidelines	Calls for report on the Charter's efficacy to go to Culture and Communities Committee after August 2019.	Executive Director of Place	November 2021	Item on business bulletin for 12 November 2019. No survey was carried out by the Fringe during 2019, so the report will come to committee in autumn 2020. Due to the Coronavirus pandemic there was no Fringe during 2020, therefore any survey would be undertaken during 2021.
2.	11.09.18	Edinburgh People Survey – Culture Results	To agree that, in advance of the publication of the next iteration of the Edinburgh People Survey, the proposed questions pertaining to culture and greenspace matters under the remit of this Committee would be presented to Committee for review.	Executive Director of Place	June 2021	At present it is not known when, and if, a survey would be undertaken.

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
3.	13.11.18	King's Theatre Capital Redevelopment Update Report	An annual update report would be provided to members.	Executive Director of Place	January 2022	Article in business bulletin
4.	26.03.19	Service Payment to Edinburgh Leisure – 2019/20	To request more detail in the next report from Edinburgh Leisure on the impact of the service payment to Edinburgh Leisure.	Executive Director for Communities and Families	November 2020	Recommended for closure- reported to March Committee.
5.	18.06.19	Citywide Culture Plan Update 2018/19	To note that a Culture Plan review update report would be presented in June 2020	Executive Director of Place	September 2021	
6.	30.09.19	Grounds Maintenance in the South West Locality (Transferred from the South West Locality Committee)	To agree that the outcome of the review on Living Landscapes would be shared with the Committee and to look at the current location of floral meadows and the potential to move them elsewhere.	Executive Director of Place	March 2021	Recommended for closure- reported to March Committee on Business Bulletin

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
7.	06.11.12	The Future Management and Ownership of Easter Craiglockhart Hill Local Nature Reserve (LNR) – motion by Councillor Burns	To provide information on the possibility of community ownership and management of the woodland and open space in the area in the longer term and how this might be achieved, with ownership transferring to the Council as an interim measure, with a view to the eventual transfer of ownership and management, to a community organisation.	Executive Director of Place	February 2022	Transferred to the Culture and Communities Committee from the Policy and Sustainability Committee. Update was included in Business bulletin on 12 November 2019.
8.	12.12.17	Open Library	That an update report be submitted to Committee in six months.	Executive Director for Communities and Families	March 2020	Education, Children and Families (EC&F) Committee on 8 October 2019 agreed to transfer this outstanding action to Culture and Communities Committee.
9.	11.12.18	Petition for Consideration - Edinburgh Central Library vs Virgin Hotel	1) Require a detailed report on Edinburgh Central Library as a flagship cultural project of national/international significance commensurate with existing professional	Executive Director for Communities and Families	November 2019	EC&F Committee on 8 October 2019 agreed to transfer this outstanding action to Culture and Communities Committee. <i>Central Library Future Development report tabled at Culture and Communities Committee 12th November 2019.</i>

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			<p>advice to the Council and the Council's own reports.</p> <p>2) To request that the annual report on the Lifelong Learning Plan scheduled for October 2019, includes within it, options for the Central Library, drawing on past and current studies and feasibility exercises and a clear vision for its role in the city's cultural landscape.</p>			<i>Committee approved setting up a project team 'to explore the viability of developing an imaginative, accessible and engaging future vision for the city's Central Library'.</i>
10	10-09-19	<u>City Centre Hostile Vehicle Mitigation Measures Update Report</u> - report by the Executive Director of Place	1) To note that a further update report will be prepared following return to normal working conditions to outline the findings from the working group and to provide details of the anticipated cost and how it will be funded.	Executive Director of Place	April 2022	

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			<p>2) To agree that the Convener and Vice Convener would write to the Cabinet Secretary for Finance, Kate Forbes MSP, at Holyrood, the Chief Secretary to the Treasury, Stephen Barclay MP and Baroness Williams, at the Home Office in Westminster, requesting financial support to specifically assist the Council with the costs of Hostile Vehicle Mitigation, and explain Edinburgh's unique position and reasons for requiring Hostile Vehicle Mitigation.</p> <p>3) To agree to update Committee on City Centre Hostile Vehicle Mitigation (HVM), and possibilities that HVM</p>	Executive Director of Place	Ongoing	

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			assets which were located in Edinburgh, may need to be reallocated in line with national policing priorities.			
11	10-09-19	<u>Transfer of Management of Secondary School Sports Facilities to Edinburgh Leisure</u> - referral report by the Education, Children and Families Committee	<ol style="list-style-type: none"> 1) Recommendations approved with the proviso that the report called for is brought back in the first instance to the Culture and Communities Committee. 2) To ask that the report addressed: Access to facilities, recognising Edinburgh Leisure's requirement to balance the operational costs with its core purpose in making a positive difference to communities. The barriers to access including cost and 	Executive Director for Communities and Families	January 2020	

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			<p>physical access issues related to transport.</p> <p>The impact on high performance sport and any change in the usage of facilities from these groups associated with the transfer of management of secondary school sports facilities to Edinburgh Leisure.</p>			
12	10-09-19	<u>Appointments to Working Groups</u> – report by the Chief Executive	To review the membership of the Tourism and Communities Working Group and report back to the next meeting of the Committee.	Chief Executive	November 2021	The purpose and composition of the Tourism and Communities Working Group will be reviewed when action plans for the city's Tourism Strategy 2030 are being developed.
13	28.01.20	<u>The Quaich Outline Business Case</u>	1) To welcome the work carried out to date by the Quaich Project and to support the intention to improve West Princes Street Gardens.	Executive Director of Place	November 2021	An update on the business case for this project will be brought forward to Committee at the appropriate time.

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			<p>2) To request the Executive Director of Place to provide a more detailed report to Committee within one cycle setting out the assumptions in the business case presented.</p> <p>3) To note that Councillor Osler had declared she would recuse herself from the determination on matters pertaining to the planning application for the Quaich Project.</p>			
14	28.01.20	<u>Development of a Public Space Management Plan</u>	<p>1)To note the initial findings of a review of the Edinburgh Parks Events Manifesto (EPEM) and the Public Spaces Protocol (PSP).</p> <p>2)To note that it is intended to use these findings, alongside the motions from Committee and Council to develop a single Public Space Management Plan (PSMP) to be supported by</p>	Executive Director of Place	September 2021	A stakeholder engagement page for the Public Spaces Management Plan is now live and will remain so until 23 November 2020. The 'home page' describes and links to 4 'challenges' that are hosted on the collaborative engagement tool Dialogue. The 4 'challenges' are:

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			<p>a single set of processes, criteria and procedures when applications are received in the future.</p> <p>3)To approve the principles for the PSMP as set out in paragraph 4.8 with the inclusion of effective measures that could be adopted to control the amplification of sound in public spaces when appropriate.</p> <p>4)To note that it is intended to present the draft PSMP to Committee in March 2020, with consultation to begin in April 2020 and the final document presented to Committee in June 2020 for approval.</p>			<ul style="list-style-type: none"> • Public Space Management Plan Key Principles and Guidelines • Area Conditions • Application process for Organisers • Community Engagement <p>The link to the site is here: https://consultationhub.edinburgh.gov.uk/sfc/b24acf90</p>
15	17/11/20	Motion By Councillor Daggart	Motion approved, subject to the Coalition Addendum to point 6 of the motion to read:	Head of Safer and Stronger Communities and Chief	June 2021	Recommended for Closure

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			“Committee requests any decisions made by Policy and Sustainability to be referred back to this Committee and the Housing, Homelessness and Fair Work Committee for noting.”	Social Work Officer		
16	17/11/20	Cemetery Tour Guide Operator Registration Scheme	To agree to receive an update on progress.		January 2022	
17	26/01/21	Thriving Green Spaces	To receive further project updates and requests for approval as the project moves beyond its midpoint review, from development phase to transition phase.	Executive Director of Place	January 2022	
18	26/01/21	Festivals and Events Core Programme 2021/22	1) Will be kept updated on the status of events throughout the year through the Committee Business Bulletin. 2) To note that there was ongoing dialogue for	Executive Director of Place	Ongoing	

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			<p>festivals and events and depending on circumstances, if there were any changes to the programme, these would be brought back to the Committee.</p> <p>3) To agree to provide an update to the Committee on the plan for funds for events which did not proceed.</p>			
19	26/01/21	<u>Public Realm CCTV Update</u>	To request an update on the Public Realm CCTV upgrade project progress in nine months' time.	Head of Safer and Stronger Communities and Chief Social Work Officer	December 2021	
20	26/01/21	<u>Place Directorate – Revenue Monitoring 2020/21- Month Seven Position</u>	That the Executive Director of Place is taking measures to reduce budget pressures and progress will be reported to Committee at agreed frequencies.	Director of Place	Ongoing	

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
21	26/01/21	Edinburgh Million Tree City	To receive annual updates on the project, including tree numbers and other monitoring data.	Director of Place	February 2022	
22	16/03/21	Public Spaces Management Plan – Collaborative Development	To note that a report on the recommendation from the working group would be presented to the 14 September 2021 meeting of the Committee for Member approval.	Director of Place	14 September 2021	
23	16/03/21	Developing Trauma Informed Services	To request an updated progress report in 12 months' time.	Report by the Head of Safer and Stronger Communities and Chief Social Work Officer	March 2022	
24	16/03/21	Locality Improvement Plans	1) To agree that The Strategy Manager for Communities would speak with the Convenor and Vice Convenor to	Chief Executive	TBC	

No	Date	Report Title	Action	Action Owner	Expected completion date	Comments
			consider how Committee could have further input to priority setting for Locality Planning and also to give consideration to reporting frequencies.			
			2) To agree that business growth colleagues would speak with Locality Managers to ensure the economic recovery component was contained within the Locality Improvement Plans.	Director of Place	TBC	

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Latest News

Culture and Communities Committee
10.00am, Tuesday, 15 June 2021



Edinburgh's Community Sport Hubs Positive about Returning to Sport

All of Edinburgh's Community Sport Hubs (CSH) met virtually in April to discuss their excitement to provide for their communities in person, as community access to school sport facilities returns. The enthusiasm of the clubs and organisations, and the volunteer time committed, was inspiring. Discussions were excellent, reflective of the past year and the importance of targeting local people who have been adversely affected by the pandemic and may struggle to return to activity. As sport returns we're looking forward to restarting, and launching, these targeted projects which aim to improve local people's mental health, physical health and social connections.



Edinburgh Outdoor Learning Network support

The Sport and Outdoor Learning Unit (SOLU) facilitates a network for outdoor learning providers across the city; the Edinburgh Outdoor Learning Network. In November a small working group was established drawn from a variety of organisations. This group coordinated the production of a directory of Outdoor Learning providers and their COVID offers; the directory was shared with all teachers in January via the Edinburgh Learns bulletin.

The working group also coordinated a series of 3 webinars, each webinar comprising four short presentations from different providers. Presenters were asked to share something practical that teachers could take away alongside promoting the services that they provide to schools. Feedback from attendees was extremely positive with over 90% stating that the sessions would have a positive benefit to their own delivery of outdoor learning.

Recordings of the webinars can be found via: <https://www.experienceoutdoors.org.uk/schools-communities/networks>

Outdoor Learning In-School Support

In November and December members of the SOLU supported schools by being placed in targeted schools alongside staff for a number of days. The placements were linked to our innovative resource; the [Outdoor Learning Map](#). Staff co-planned and co-delivered outdoor learning lessons and acted as a critical friend to reflect on the effectiveness of the sessions. For staff who had been largely working from home since the start of the pandemic, this was also a great opportunity to work with staff and pupils in a variety of outdoor spaces around Edinburgh. Visit the map to find details of what the classes got up to.

Coronavirus Excursions Toolbox

The SOLU continues to produce a Toolbox providing Council position statements and resources regarding offsite visits. This considers Scottish Government guidance and applies wider Council requirements to enable Communities and Families staff to forward plan safe and effective offsite visits. Outdoor Learning is a core part of Schools/Settings responding to the pandemic and the Toolbox is intended to provide clarity and confidence to staff going offsite. It is aligned to the Scottish Government Protection Levels and is updated regularly.

Outdoor Learning via Epic Days!

The SOLU was approved to deliver an extended outdoor learning day programme to Edinburgh P7 pupils from week beginning 17 May. In order to offer this to all P7s, SOLU will deliver provision to 67 schools before the Summer holidays and then coordinate a further offer to the remaining P7s when they are S1s via their secondary schools – the Epic Day programme has been organised via clusters to enable this. The Epic Days will be delivered by SOLU staff, including instructors from Bangholm, Benmore and Lagganlia Outdoor Centres, in partnership with the Bonaly Scout Centre. Each day will run between 10.00am and 9.00pm and include onsite activities at Bonaly and short expeditions into the Pentland Hills Regional Park. Activity will follow the latest Covid-19 safety requirements.

Duke of Edinburgh (DofE) in a Virtual Setting

As part of our response to the pandemic, the SOLU has developed its virtual DofE Centre. This is assisting young people with advice and support. SOLU has created an online process to register participants and will support them using MS Teams meetings to make sure they can complete their Bronze, Silver or Gold Awards. Expeditions will still need to be trained for and undertaken as part of the DofE incremental restart.

Barnardo's Hub Bike Programme.

During Easter, the SOLU delivered a bike programme at the Barnardo's hub. Sessions were delivered using a SOLU officer and bikes from our Bangholm Outdoor Centre. Simon Robinson, the Team Leader at Barnardo's had this to say about the sessions:

Bikeability has proven absolutely central to the success of the Hub in ensuring that the children and young people who come here have a positive experience. It supports them to develop skills and confidence in bike-riding as well as having fun. The staff have a huge amount of experience in encouraging children to become competent and safe riders and we really appreciate their input.

Future provision is planned for the summer holidays and beyond.

Edinburgh Active Schools Go Active for 24 Hours

Edinburgh Active Schools completed a 24 hour virtual #ASmoveathon to raise vital funds for Edinburgh based projects supported by the Scottish Mental Health charity, SAMH. The team started the 24 hours at 5.00pm on Thursday 1 April with an hour HIIT session and finished 24 hours later learning a dance routine as a team. We had coordinators running, cycling, walking, litter picking, skipping, hula hooping and more throughout the 24 hours. The journey was documented through the Active Schools Twitter account @ActiveSchoolsED to highlight to our followers the importance of physical activity on positive mental health. The team raised an incredible £2410. Well done to the Edinburgh Active Schools Team!



Thriving Green Spaces Project Update

The Thriving Green Spaces project will fashion a new vision for the city's green spaces, to be captured in an ambitious 30-year strategy which aligns with Edinburgh's 2050 City Vision and delivers a new way of working to ensure their on-going enhancement, protection, and care.

The project has been successful in passing its Mid-Point Review with the Future Park Accelerator programme assessors. Success at Mid-Point Review means that project extension to 31 March 2022 is confirmed; total grant from the National Lottery Heritage Fund and National Trust is raised to £1,223,723; and the project can move from its "co-design" phase to "transition" phase.

We received very positive feedback in all review areas, with high scores in each category. Specific review scores are as follows, where category scores are out of 5 and Pass = 30-45 total:

- Progress to date - 5
- Ambition, innovation and impact - 5
- Replicability and sector leadership - 4.5
- Sharing and collaboration - 5
- Deliverability - 4.5
- Sustainability – change for the long term - 5
- A secure financial future - 4
- Community and social benefits - 4.5
- Risk and risk management - 5

Total: 42.5/45

The project assessors said "Your project is a well-rounded and developed set of integrated proposals that is highly likely to deliver a vision and strategy that secures long term sustainability for Edinburgh's green and blue spaces and realise multiple benefits. We are very impressed by your and the wider partnership approach to this type of project where a collaborative, learning and sharing culture is strongly evident and yields powerful outcomes. You continue to be an exemplar project within the Future Parks Accelerator programme."

Some of the really exciting elements of the project include the ecological coherence plan, the design led-approach to placemaking focussing on people, developing ParkPower, the GI mapping tools and citizen science work, community participation approaches, the landowning and stakeholder agencies collective, the financial ecosystem model, experience design in an urban setting, the fast follower programme, cause messaging/communications and marketing and the workforce engagement and transformation plan.

Extended feedback is available for those Members who wish to see it. A presentation to Committee on the project and presentations to party groups will also be made following the summer recess.

The project has now entered its “transition phase” where the focus will shift to:

- Increasing awareness, advocacy and engagement;
- Developing outline proposals (processes/procedures);
- Piloting integrated proposals;
- Completing Financial Model;
- Finalising proposals (informed by pilots);
- Developing strategy; and
- Preparing for cultural change (Staff engagement, Staff development, Marketing and Comms Strategy, Cause Messaging, Branding, Operational structure).

The Key phases of work are:

- April – September Pilots phase / developing proposals
- Sept – November Finalising strategy / finalise proposals
- December – January Committee report / launch new branding and cause messaging
- February – March Launch strategy and implement approved actions

Dean Path Landslip Update (April 2021)

In 2016 a second landslip along a section of the Dean Path resulted in the route being closed. Following discussions with responsible parties and the Council an Engineering contractor was appointed in 2020 to deliver a solution that would stabilise the slope and reopen the path. As part of this solution rockfall protection netting (to aid further vegetation growth) will be installed and the contractor has recently submitted a planning application for the removal of tree, shrubs and vegetation from the slope to support this work. A tree survey will be undertaken in the coming weeks to ensure only necessary trees are removed and no nesting birds or other wildlife, including the otters active along this stretch of the Water of Leith, are disturbed.

The project remains on schedule for completion by October 2021 at which point the path below the slope will be reopened.

The City of Edinburgh Council's Continued Support to Ethnically Diverse Artists and Creatives

The City of Edinburgh Council's Culture Service has released a further £10,000.00 towards six freelance-led collaborative projects submitted to the Diversity and Inclusion Fund (Collaboration, Research and Development) by ethnically diverse artists and creatives. Six creative projects across various art forms will support the artistic practice of theatre makers, dancers, poets and filmmakers based and / or working in Edinburgh.

Jinling Wu together with Sean Wai Keung will continue their collaboration in exploring lived experiences of people of mixed heritage developing a screenplay based on Sean's poem 'The Proof' recently adapted for screen in the BBC Scotland's The Social series.

Flavia D'Avila, Catherine Bisset and Jairus Obayomi will partner with the Colonial-Era Caribbean Theatre and Opera Network to research stories and explore approaches to developing a solo theatre piece reflecting on the experiences of the Caribbean diaspora living in Scotland

Lubna Kerr will examine stories of narcissism and childhood trauma for her new theatre play 'Bella and Max' developed in collaboration with director Kolbrún Björt Sigfúsdóttir and dramaturge Jen McGregor.

Priya Shrikumar, of Dance Ihayami, supported by director Niloo-Far Khan and dancer Anu Joseph will develop an interactive Indian dance performance inspired by a 1985 musical drama film 'A Chorus Line'.

Jian Yi will embark on a further development stage of their queerbodylove project 'Weathervanes' and receive support from a PoC-led producers' collective ID.Y led by Claricia Parinussa to create promotional material and undergo media training.

Lisa Williams in collaboration with Jeda Pearl Lewis, of Scottish BAME Writers Network will examine approaches to creating a digital platform for Caribbean-Scottish artists in Edinburgh showcasing the work of artists across the city.

Project grants ranging from £825 to £2,500 were awarded by an independent Panel consisting of Briana Pegado of Fringe of Colour, Harriet Mould of The Royal Lyceum Theatre, Sanjay Lago (Independent Practitioner) and Veronique AA Lapeyre of Craft Scotland/Zanana Project, as part of the City of Edinburgh Council Flexible Fund Panel.

For more information, please visit <https://cultureedinburgh.com/updates/diversity-and-inclusion-fund-grant-award-recipients-202021>

New carbon efficient generator

After last year's successful Crowdfunder campaign 'Let's Make Travelling Gallery Greener', we are pleased to say our new carbon efficient generator has been fitted and we can't wait to test it out when we reopen later this year. The new, more efficient, generator would allow us a 25% reduction in our power consumption by varying its output and only powering what is necessary. Again, a big thank you to all our supporters including a generous donation from the Friends of City Art Centre.



Water Patterns - Remote Learning Programme

Travelling Gallery received additional funding from the Scotland's Events Recovery Fund (SERF) to provide a creative and innovative remote learning programme which will connect us with our partners and audience while we're unable to tour. Led by Travelling Gallery's experienced Learning and Engagement Officer we have developed a participatory programme called 'Water patterns' that will involve and connect our audiences across Scotland.

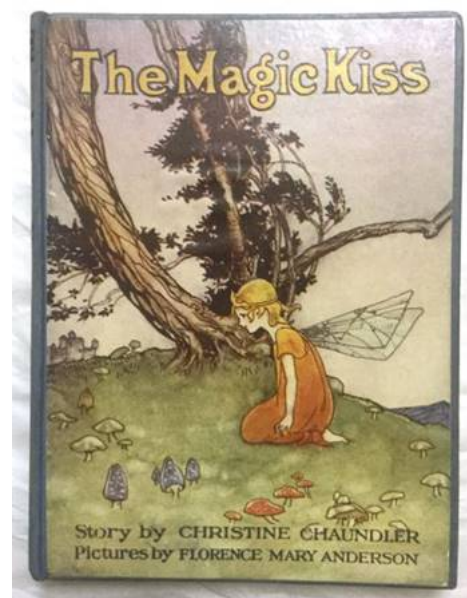


'Water patterns' departs from our 'Shapes of Water' exhibition and specifically the work of artist Suzie Eggin. Suzie used microscopic images of water crystals to create her own series of intricate drawings. Together with our partners, we have invited participants to imagine their own 'patterns' inspired by different water molecules and explore mark-making by combining the use of objects found at home with simple materials we have provided by post.

Fairies Blog

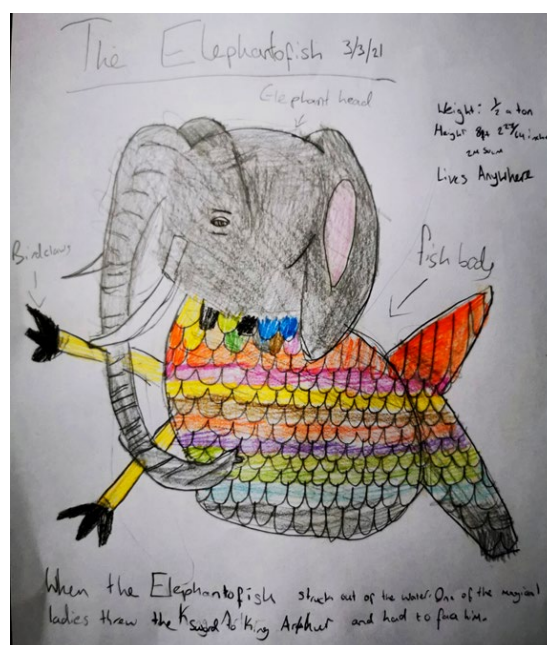
Last year PhD student Alice Sage worked on a placement from Goldsmiths, University of London with the Writers' Museum and Museum of Childhood. Her project was to mark the centenary of the publication of the world-famous Cottingley fairy photographs. Due to the pandemic a physical exhibition at the end of her research was not possible, but this blog in collaboration with the University of Edinburgh highlights the Museum of Childhood's nationally significant book collection. <https://www.blogs.hss.ed.ac.uk/selcie/2021/03/01/fairy-fever-in-the-aftermath-of-the-first-world-war/>

Alice was also able to collaborate with the Stills Gallery to engage with young people <https://stills.org/exhibitions/photographing-fairies/>



City Art Stars Interactive Art Programme

City Art Stars is an interactive art programme hosted by Museums and Galleries Edinburgh that enables primary school children to engage with paintings and objects digitally. So far, the programme has successfully engaged with three primary schools in SIMD 1-4 areas of Edinburgh using Teams to deliver weekly home learning art classes to pupils. The sessions explore a range of themes and have included *draw your own fantasy creature* inspired by the mythological paintings of John Duncan from the City Art Centre collection and *design your own toy* using images from the Museum of Childhood archive. Feedback from pupils and teachers has been very positive and the programme will be rolled out to classrooms this term.



The Elephantfish by Anthony, Niddry Mill Primary School.

Auld Reekie Retold

April 2021 marked the mid-point of council funded project Auld Reekie Retold. As an inventory project, the closure of venues has been an unavoidable challenge to undertaking physical locating of objects, but the team has nevertheless been able to do some remarkable work on the collections via the database, the bank of images, and the varied outputs of the collections engagement strand of the project, funded in part by Museums Galleries Scotland.

Keys figures of the project are below:

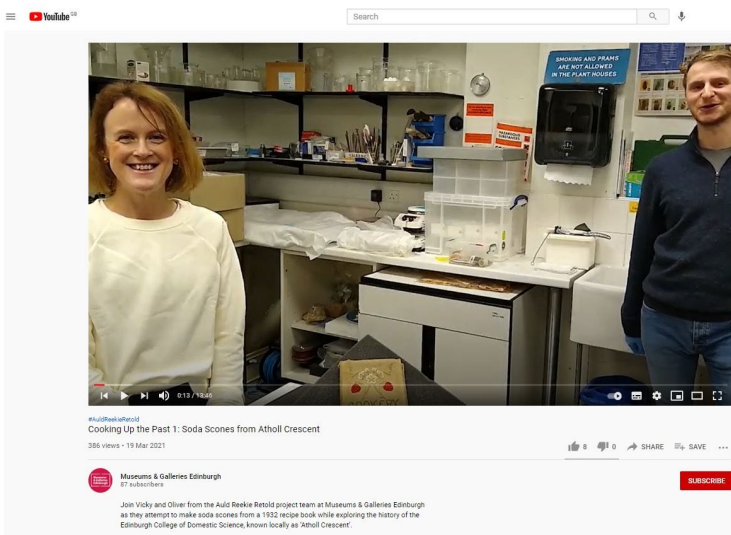
Objects inventoried	6,183
% previously without known location	50
Images taken	8,849
stories found	2,803
events held	5
attendees (booked/actual)	345 / 237
Online donations	£210
project blogs published	14
Online exhibitions	2

In addition, an unprecedented amount of data cleaning has been achieved, making our collections information more consistent, accurate, and accessible than ever before. This has significantly improved our accountability for the collections, a council asset valued in excess of £3m, and our ability to use the collections for engagement, research, loans and commercial image supply.

The first series of online talks was well received with an audience predominantly reaching the project's intended audience, people local to Edinburgh. The series complements the service's wider public programme with its focus on local audiences and being hosted and presented by colleagues within the service working on the project.

A "story catching" event with the Newhaven community to capture some of their lived experience and memories as presented in a collection of photographs was also trialled. It is hoped that in-person story catching sessions can be held in the Autumn, but in the meantime the service has been reaching out on social media to local community groups. This has been with the aim of raising awareness of the project and creating a buzz which can be harnessed once face to face meetings are possible. In May a talk was held for the Edinburgh Old Town Association, and have developed links with groups in Niddrie, Portobello, Craigmillar and Southside.

The original plan was to hold a project exhibition this spring to coincide with the Donald Smith exhibition at the City Art Centre. As with so much this year, we have embraced new opportunities in digital, and have put this exhibition online. The exhibition looks at some of the new stories uncovered by the project linked to Edinburgh's coastal communities.



In the Autumn the first series of four podcasts looking at some of the new stories emerging from the collections were published, and in March 2021 we were delighted to release online the first in a series of films looking at some of the historic recipes we have in the collection. It is hoped that more film and audio media can be developed including more podcasts, and a series of short films focusing on specific objects in the collection.

We were hoping to initiate a volunteer programme to assist with the inventory, repacking and photography of collections, but instead have shifted the project's volunteering potential online, with the recruitment of 20 digital volunteers working on the transcription of our accession registers. Many of these are backed up on now obsolete formats, and so for the first time we have high quality digital images of the registers with transcribed data for easy access and long-term preservation.

The creation, editing and publication of much of the digital content has been undertaken by members of the team, and as such the project has been a great opportunity to gain new digital skills. We're looking forward to a return to the Collections Centre to continue using these skills on the collections yet to be looked at.

Where we are...Museums and Galleries Edinburgh and Edinburgh Young Carers

Where we are..., a new innovative national programme for young people, has announced its three Key charity and cultural Partners across the UK for 2021, located in Edinburgh, Leeds and Leicester. Organised by the British Museum, and supported by the Paul Hamlyn Foundation, projects will be led by and co-produced with young people in these areas. The open and collaborative nature of these projects will enable creative and unconstrained approaches towards the idea of arts and culture. With direct input from young people aged 16–24, these bespoke projects will develop and evolve in response to a need in the local community. The Key Partner organisations involved span from a museum to historic house and art gallery and will support under-served young people to produce diverse and unique projects with their charity counterparts. These third sector bodies have missions ranging from a focus on young carers, a nurturing of new talent and the provision of music and arts education. Museums and Galleries Edinburgh (MGE) and Edinburgh Young Carers will be working together, focusing on young carers in Edinburgh. Through this project, young carers in the community who may face adversity and challenges as a result of these caring responsibilities, will have the opportunity to have fun and forge networks and bring their experience and skills to the project, developing these further.

Lee MacKenzie, 16-25s Development Worker at Young Carers said: “We are thrilled to have been selected to take part in the project. This last year has been particularly challenging for our young adult carers in terms of wellbeing, education and employment. By being part of this project, we hope to remove some of the barriers the pandemic has created for our carers as well supporting them to explore some of the incredible culture their city has to offer. Having worked together with the MGE team on successful projects in the past, it's great to be able to work in partnership again on something new.”

Museums and Galleries Kickstart Placements

The Kickstart Scheme is a time-limited UK Government programme providing funding to create new job placements for 16-24 year olds who are on Universal Credit and at risk of long term unemployment. The Museums and Galleries team was keen to explore how as an employer we might use it both to support local youth employability in these challenging times, and try new ways of diversifying our workforce to make it more inclusive and representative of the communities we serve.

The sector support body Museums Galleries Scotland (MGS) has acted as a ‘gateway’ organisation, liaising with the Department of Work and Pensions (DWP) to co-ordinate applications and channel funding. Importantly, it has guaranteed to top up the minimum wage level provided by DWP to real living wage and will provide skills development ‘wrap around’ care and training to all placements to enhance their opportunities for work in the future.

The Museums and Galleries Service will offer four placements over the course of the scheme, and is recruiting now for a Digital Outreach Assistant and a Travelling Gallery Learning Assistant. Nearly 50 referrals have been received from Job Centre Plus, converting into 26 applications. Interviews will take place for both roles during May and both six-month placements are provisionally expected to start in June.

This summer visitors to the City Art Centre will be able to enjoy a new exhibition exploring the work of the Scottish artist Charles Hodge Mackie (1862-1920). Mackie was a painter and printmaker of extraordinary versatility, who lived in Edinburgh most of his life. A progressive force in late 19th century artistic circles, he found inspiration in a range of sources, from the Celtic Revival movement to traditional Japanese art. He also experimented with a wide variety of media, producing oil paintings, watercolours, murals, woodblock prints and book illustrations.

Charles H. Mackie: Colour and Light is the first large-scale exhibition to focus on Mackie in over a century. The display presents over fifty artworks, charting the progress of his remarkable career. Many of these works are on loan from private collections where they are not normally available for public viewing. Other paintings and prints have been borrowed from prestigious collections such as the National Galleries of Scotland, the Royal Scottish Academy, and Perth Museum and Art Gallery. The exhibition also showcases the City Art Centre's own holdings of work by Mackie, including the beautiful Venetian scene *La Musica Veneziana*.

Developed in collaboration with Mackie's descendants and the independent researcher Pat Clark, this exhibition provides a comprehensive survey of the artist's accomplishments, with new insights into his working methods. It is a rare opportunity to enjoy so many of his artworks together in one place. One hundred years since Mackie's death, it is a fitting tribute to one of Edinburgh's own.

Charles H. Mackie: Colour and Light will feature as part of Edinburgh Art Festival 2021, and is scheduled to run until 10 October 2021. It is accompanied by a varied programme of public events and activities. Admission is free, but pre-booking online is essential. For more details see:

<https://www.edinburghmuseums.org.uk/whats-on/charles-h-mackie-colour-and-light>



Charles H. Mackie, *La Musica Veneziana*, 1909. City Art Centre, Museums and Galleries Edinburgh.

Edinburgh City Libraries actively seeks to raise awareness of diversity and inclusion in the public arena by participating in various Awareness Weeks throughout the year. Where possible we host one author/expert/partner, create a book list for each topic/theme and engage with our school and public librarians to gain a greater reach within the community and point to the CEC staff training available.

International Women's Day (8 March)

- Author Monique Roffey took part in an exclusive Edinburgh Libraries online event celebrating the power of women and writing.
- Ratho Library had an informative chat with author Elaine Gunn about her feminist fairy tales.
- Sighthill Library talked to four amazing women about their work in the Sighthill community, Pat Lee, Gill Dunn, Linda Newlands, and Marjorie Edmondson.
- Ratho Chatterbooks celebrated this by using the **little people, big dreams** series
- Moredun Library hosted an interactive quiz to celebrate International women's Day.

Autism Awareness Week (April)

- Author Jane Evans discussed her book Vera McLuckie and the Daydream Club featuring an autistic character and illustrated by the very talented autistic artist, Ruth Mutch.
- Citywide – Tweets to start a conversation. Our librarians tweeted out two poignant questions to Autistic authors, celebrities etc - We'd like to know what assumptions around Autism would you correct and What would you tell your younger self about acceptance? Collation of tweets [click here](#).
- Alan Gardener in conversation with Maya Aslam, Directorial Researcher, Edinburgh Business School. Alan and Maya discussed how as an autistic person and friend of Edinburgh Libraries we can help change the assumptions and preconceived ideas for Autistic people in the workplace and in life. To watch this amazing, openly honest video [Click here](#).

STEM

Edinburgh Science Festival moved its programme date, however the Library Service continued with the STEM posts.

STEM Storytelling

- [Forces Fiona Story](#)
- [Forces Fiona Activities](#)
- [Spaceman Sam Story](#)
- [Spaceman Sam Activities](#)
- Central Childrens Library STEM Club working group – now successfully running at approximately 20 attendees.

Deaf Awareness Week (4-9 May)

- We were honoured to bring awareness to Deafness by hosting an “in conversation” with two highly prominent professionals (Nick Coleman and Professor Raymond MacDonald), whose life and work experiences have enabled them to talk so personally and eloquently. [Click here](#)
- At the end of May, the Oscar Best Sound category winner and BAFTA-winning film Sound of Metal will be released in the UK, starring Riz Ahmed as a heavy metal drummer who loses his hearing. These two events have inspired the Music Library to take a look at some composers and performers who have experienced hearing loss. [Click here](#)

Mental Health Awareness Week (10-16 May) - Discover Nature

- Edinburgh Libraries teamed up with Trellis for [Mental Health Awareness Week](#) whose theme this year is nature. [Trellis](#) is the place to go for know-how about therapeutic gardening and the art of using gardening to help people take care of their physical, emotional and social wellbeing. [click here](#)
- Download [a book](#) for Mental Health Week
- Connecting to Nature [through reading](#)
- Go outdoors to Edinburgh’s Parks and Greenspace – [posted from 12 May](#)
- Edinburgh School Librarians tweeted useful links throughout the week, including mindful activities (<https://www.thinglink.com/scene/1446443667173670914>), and launched the updated and digital version of their Escape Connect Relate bibliotherapy program. The booklists year round can be found at the link - <https://young.scot/get-informed/edinburgh/escape-connect-relate>
- How our School Libraries marked Mental health Awareness Week, with a nature hunt, David Attenborough and more [click here](#).

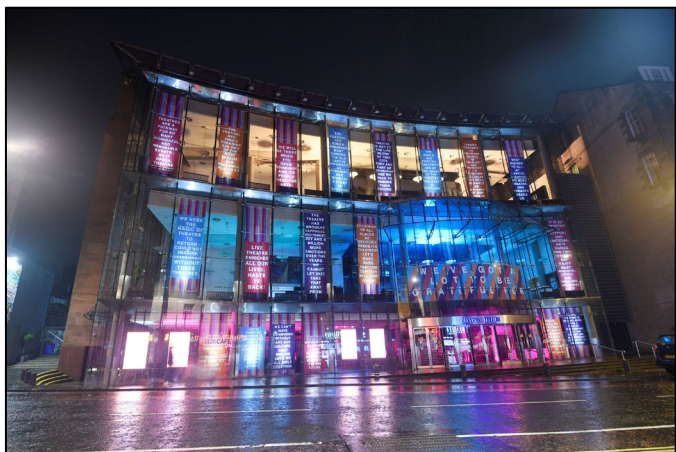
Kirkliston Library - Living surrounded by nature is something most of us can only dream of, but what is the reality? Stephen lives in wild isolation in British Columbia with only his dog, Ember, for company. Throughout the week he shared his experience of living in wilderness, along with some of his stunning photographs. [Click here](#)

Capital Theatres Update

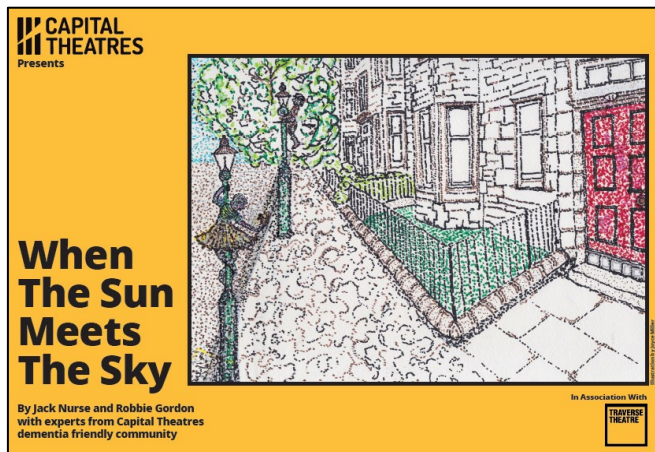


A full business update was presented to Committee in November 2020 and much has changed, mostly for the better, since then. It’s now 14 months since the doors of the theatres closed. Capital Theatres have continued to work with core staff, retaining all 80 with the support of City of Edinburgh Council funding, the Coronavirus Job Retention Scheme, Scottish Government, our public supporters and generous patron emergency funding, for which they are truly thankful.

Throughout Capital Theatres have kept their mission going throughout with digital creative engagement programme *Raise the Curtain*, working with many community groups including their dementia friendly community, young creatives, LGBTQ+ and care experienced children. Our creative work has provided opportunity not only for our participants but also work for a range of freelancers in and around Edinburgh. Highlights include production of a dementia friendly audio play *When the Sun Meets the Sky*, created in collaboration with the Traverse Theatre; commissioning of an art installation in the Festival Theatre window *Hanging by a Million Threads*; creation of a digitally supported theatre walking tour in collaboration with the Lyceum, the Traverse and the Usher Hall and a range of online backstage tours of both the Festival and the King's Theatres.

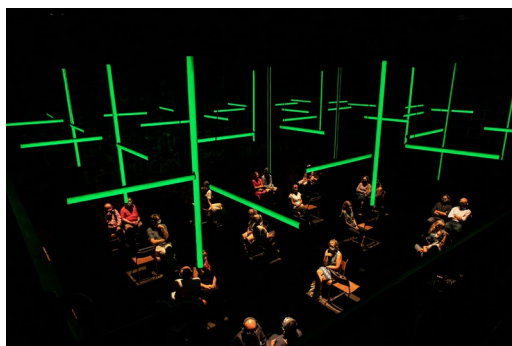


Hanging by A Million Threads by Edinburgh based emerging artist Sophie Fields



When the Sun Meets the Sky, produced in association with the Traverse Theatre

Creatively Capital Theatres have launched a new musicals commissioning hub in collaboration with Pitlochry Festival Theatre and awarded three commissions to three new and emerging Scottish artists. We are working in a new and exciting co-production for 2022 with a development week recently having taken place in the Festival Theatre. Our plans for the Summer are taking shape with the theatre reopening at the end of June for a socially distanced version of *Blindness* from the Donmar Warehouse; delivery of a programme of creative summer school activities for young children hosted outside in the courtyard of the Festival Theatre called *In our Yard*; pop-up Opera with Scottish Opera in July. It's then full steam ahead with normal programming from September, data and government roadmap allowing.



Blindness, Produced by The Donmar Warehouse

The ***King's Redevelopment Project*** is also picking up apace – the plan is to commence the 20-month construction programme in September 2022, with the final Design Stage taking place in late 2021/early 2022. In readiness we have recommenced the heritage engagement programme with the local Tollcross residents, Access Group and the Young People's community consultation groups. There is tremendous excitement and interest in the project and specifically in the community asset the newly redeveloped King's building will offer to all. Fundraising continues and we are working with both CEC and Scottish Government on risk assessment and future governance support.

The culture sector is hopefully moving towards a more stable footing for the latter half of this year and is ready and willing to be a key component of the city's recovery post COVID. The landscape is still challenging given the uncertainties financially and Capital Theatres ability to plan confidently to bring back shows, but our artistic and community relationships remain strong and we are focused collectively on recreating a bold and collaborative sector that will bring joy and inspiration to many as we emerge from these dark times.



Convener
Councillor Donald Wilson



Vice-Convener
Councillor Amy McNeese-Mechan

Members

Councillor Wilson (*Convener*)
Councillor McNeese-Mechan (*Vice-Convener*)
Councillor Brown
Councillor Doggart
Councillor Doran
Councillor Key
Councillor Mitchell
Councillor Osler
Councillor Rae
Councillor Staniforth
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Culture and Communities Committee

10.00am, Tuesday, 15 June 2021

Petition for Consideration: Street Hockey & Skate Park

Executive/routine	Executive
Wards	City Centre / Morningside
Council Commitments	

1. Recommendations

- 1.1 To consider the terms of the petition 'Street Hockey & Skate Park' as set out in Appendix one.

Andrew Kerr

Chief Executive

Contact: Samuel Ho, Area Support Team Administrator

Strategy and Communications, Chief Executive's Service

E-mail: samuel.ho@edinburgh.gov.uk | Tel: 0131 529 4210

Street Hockey & Skate Park

2. Executive Summary

- 2.1 The Culture and Communities Committee is asked to consider a petition at this meeting.

3. Background

- 3.1 The City of Edinburgh Council at its meeting on 22 June 2017 agreed the Petitions Committee be discontinued and that petitions would be sent to the responsible executive committees or in future locality committees for consideration.
- 3.2 At the meeting, the committee can:
- a) request a report on the issues raised by the petitioner and the committee;
 - b) agree that the issues raised do not merit further action and/or
 - c) agree to take any other appropriate action.

4. Main report

- 4.1 A valid petition entitled 'Street Hockey & Skate Park' has been received. The petition received 422 signatures.
- 4.2 The petition calls on the Council to provide 'safe facilities for both skating and street hockey in the city centre'. It proposes there is a space in The Meadows which may be suitable for these purposes.
- 4.3 To assist committee with the consideration of this petition, officers considered any immediate implications of this proposal. The City of Edinburgh District Council Order Confirmation Act 1991 is applicable in The Meadows. The relevant section of the Order (S.22) is attached at Appendix 2.
- 4.4 The Order decrees that 'the following buildings (but no others) are allowed on the Meadows and Bruntsfield Links: Bandstands, public conveniences, police boxes, and buildings for housing apparatus for the supply of electricity or gas'. It is considered very likely that a street hockey development and skatepark would be

deemed “a Building” for the purposes of the 1991 Order and therefore the Petition to provide such facilities would contravene the 1991 Order.

- 4.5 It is also worthwhile noting that this does not mean a total prohibition of the development, as it is possible to derogate from the 1991 Order, through a court process. However, undertaking such a process would need to be considered carefully in view of expense, time and benefits achieved..
- 4.6 There may also be further implications of the Meadows forming ‘Common Good’ land meaning that the Council cannot change its use, specifically when we have imposed a restriction.
- 4.7 The Council provides two roller hockey courts, one at Gyle Park and one at Saughton Park; and concrete skate/wheels areas at Saughton Park and a smaller one at Easter Drylaw.
- 4.8 In addition, metal framed skate parks are located at Sighthill Park, Burdiehouse Burn Valley Park, Gyle Park and Muirhouse Park.

5. Next Steps

- 5.1 The committee will determine next steps at this meeting.

6. Financial impact

- 6.1 Any proposals would be required to be fully costed, including any legal implications and agreed through the annual budget process.

7. Stakeholder/Community Impact

- 7.1 Any proposals would require full community consultation.

8. Background reading/external references

- 8.1 Minute of the City of Edinburgh Council 22 June 2017.

9. Appendices

- 9.1 Appendix 1 – Petition - Street Hockey & Skate Park
- 9.2 Appendix 2 - City of Edinburgh District Council Order Confirmation Act 1991 (‘the 1991 Order’)

Appendix 1 - Street Hockey & Skate Park

Date made available for signatures	Date closed for signatures	Petitions Title and Petitions Statement	Wards affected
21 January 2021	26 April 2021	<p>Street Hockey & Skate Park</p> <p>We the undersigned request the City of Edinburgh Council to provide safe facilities for both skating and street hockey in the city centre. There is a space in The Meadows, opposite the tennis courts which may be suitable for these purposes.</p> <p>The nearest skate park to the city centre is in Saughton Park, which is three miles from the city centre (1 hour's walk). This is not convenient for city centre residents who wish to skate. Skaters are forced to continue to skate in areas such as Bristo Square and Castle Terrace, which leads to conflict with University of Edinburgh security and the police. This situation is clearly unsatisfactory, and wastes the time of these professionals.</p> <p>In addition, existing sports provision which could be used for the growing sport of street hockey is located in Saughton Park, but is not fit for this purpose. A street hockey player was recently involved in an accident at this location and sustained broken ribs. A dedicated facility for this sport is required.</p> <p>"[Evidence from the Scottish Household Survey shows that] people who participate in culture and sport ... are more likely to report that their health is good and they are satisfied with their life." (Healthy Attendance? The Impact of Cultural Engagement and Sport Participation on Health and Satisfaction with Life in Scotland, Scottish Government, 2013)</p>	City Centre/ Morningside

Appendix 2

City of Edinburgh District Council Order Confirmation Act 1991 ('the 1991 Order')

Part VI: Buildings

S.22. Restrictions on buildings in certain parks:

"Subject to the provisions of this Order there shall not be constructed in any of the parks specified in the First Column of the following table any permanent buildings other than buildings of the description specified in the Second Column of that table in relation such park:-

(First Column) **The Meadows**, Bruntsfield Links, Leith Links.

(Second Column) Bandstands, public conveniences, police boxes and buildings for housing apparatus for the supply of electricity or gas."

The term "Building" in the 1991 Act has the same meaning as in the Building (Scotland) Act 1959 (as repealed by the Building (Scotland) Act 2003, s.55) which is as follows:

"any structure or erection of what kind or nature so ever, whether temporary or permanent, and every part thereof including any fixture affixed thereto, not being a structure or erection or part thereof consisting of, or ancillary to-

- (a) Any road, whether public or private, including in the case of a public road (but not in the case of a private road) any bridge on which the road is carried;
- (b) Any sewer or water main which is, or is to be, vested in a public authority;
- (c) Any aerodrome runway;
- (d) Any railway line;
- (e) Any large reservoir within the meaning of the Reservoirs (Safety Provisions) Act, 1930; or
- (f) Any telegraphic line as defined in section two of the Telegraph Act 1878;"

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Culture and Communities Committee

10.00am, Tuesday, 15 June 2021

Allotment Regulations

Executive/routine	
Wards	All
Council Commitments	44

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 Notes the consultation undertaken on the draft allotment regulations;
 - 1.1.2 Notes the feedback and analysis which resulted in the draft regulations being amended; and
 - 1.1.3 Approves the Allotment Regulations to regulate allotments managed by the City of Edinburgh Council.

Paul Lawrence

Executive Director of Place

Contact: David Jamieson, Parks and Greenspace Manager

Contact: E-mail: david.jamieson@edinburgh.gov.uk

Allotment Regulations

1. Executive Summary

- 1.2 This report presents allotment regulations for approval.

2. Background

- 2.1 The Community Empowerment (Scotland) Act 2015 (the “2015 Act”) came into force on 17 June 2015. The 2015 Act required that each local authority published allotment regulations pertaining to the cultivation, maintenance and inspection of allotments by 1 April 2020. The 2015 Act also required that public consultation takes place before the regulations are brought into force.
- 2.2 In [January 2020](#) Committee approved draft allotment regulations (Appendix 1) for consultation. These were drafted in accordance with the published guidance from the Scottish Government and include mandatory requirements covering allocation of allotments, rent, cultivation, maintenance, buildings and other structures that may be erected, the keeping of livestock and landlord inspections.

3. Main report

- 3.1 The draft allotment regulations were prepared by officers in association with representatives from the Federation of Edinburgh District Allotments and Gardens Associations (FEDAGA) and Scottish Allotment Gardens (SAGs).
- 3.2 A period of public consultation to allow interested parties to comment on the draft allotment regulations ran from 18 February to 17 March 2020 and was available on-line and by request. All existing allotment holders and waiting list customers who had previously given approval for the Council to contact them were advised of the consultation exercise. The draft regulations and consultation were also advertised on the Council website and on allotment site notice boards.
- 3.3 There were 224 respondents to the consultation exercise, which focused on eight key questions:
- 3.3.1 The definition of terms;
 - 3.3.2 New allotment allocation methodology;

- 3.3.3 Rental fee paid in advance;
 - 3.3.4 Size of buildings on allotments plots;
 - 3.3.5 The keeping of livestock;
 - 3.3.6 Inspection procedures and levels of cultivation;
 - 3.3.7 Termination of leases; and
 - 3.3.8 Dispute arbitration.
- 3.4 Appendix 2 summarises the results from the consultation.
- 3.5 There was strong support for the methodology proposed for the allocation of new allotment sites, with 85% of respondents happy that half of all new allotment plots created go to people living within 1km of the site.
- 3.6 Allotment rental fees are traditionally paid in advance, at the start of each season. By arrangement rents can however be paid in quarterly or monthly instalments. 96% of responses received accepted this approach.
- 3.7 There was also strong support for plot building restrictions, no livestock, the process for inspecting allotment plots and for the Council to act as arbitrator when plot holder disputes occur.
- 3.8 The cultivation level of an allotment plot is used as a key measure to determine if an individual's allotment plot lease should continue. Poor cultivation gives rise to strong feelings and is a source of frustration for existing plot holders and allotment waiting list customers. The consultation exercise indicated that 88% favoured a requirement to have at least three quarters of an allotment plot under cultivation.
- 3.9 Appendix 3 details and categorises the open-ended responses received during the consultation exercise, and the actions subsequently taken. The 415 comments received prompted either a change to the draft regulations (amended) or no change. Changes resulting from the open-ended analysis were agreed with Legal Services and the Allotment Strategy Steering Group to ensure compliance with the 2015 Act.

4. Financial impact

- 4.1 There are no specific financial implications arising from this report. Consultation was undertaken using the Council's consultation hub and the costs associated with the process have been contained within existing resources.

5. Stakeholder/Community Impact

- 5.1 Allotment regulations ensure that responsibilities are clear and supports the delivery of safe, healthy and rewarding allotments. Allotments are recognised as a valuable resource for individuals and communities - encouraging a healthy lifestyle, creating social interaction and inclusion across ages, contributing to biodiversity, providing

low cost healthy food in a sustainable manner and building self-esteem and life-long learning.

6. Background reading/external references

- 6.1 Part 9 of the Community Empowerment (Scotland) Act 2015, <https://www2.gov.scot/Publications/2018/11/5648/downloads>.

7. Appendices

- 7.1 Appendix 1 - Draft Allotment Regulations.
- 7.2 Appendix 2 - New Allotment Regulations Consultation: Summary Report.
- 7.3 Appendix 3 - New Allotment Regulations Consultation: Open Ending Analysis.
- 7.4 Appendix 4 - Allotment Regulations.

THE CITY OF EDINBURGH COUNCIL
DRAFT ALLOTMENT REGULATIONS

1 COMMENCEMENT

- 1.1. These regulations (the “**Regulations**”) adopted by resolution of the City of Edinburgh Council (the “**Council**”) dated [INSERT DATE] relate to all Allotment Sites owned and/or managed by the Council. The Regulations are made in accordance with the Council’s powers under Part 9 of the Community Empowerment (Scotland) Act 2015 (the “**2015 Act**”).
- 1.2. The Regulations shall come into force on the day after the date of execution under section 116 of the 2015 Act (the “**Commencement Date**”).

2 INTERPRETATION

- 2.1. In the Regulations, any reference to:
- (i) “**Allotment Plot**” shall mean any single area of land designated as an allotment plot by the Council within an Allotment Site;
 - (ii) “**Allotment Site**” shall mean any area of land owned or leased by the Council and consisting wholly or partly of allotments and including other land that may be used by Tenants in connection with the use of their Allotment Plots;
 - (iii) “**Edinburgh Resident**” shall mean a person who is solely or mainly resident at premises the postal address of which is in the City of Edinburgh Council area;
 - (iv) “**Eligible Person**” shall mean an Edinburgh Resident aged 18 years or over, or any Third-Party Organisation;
 - (v) “**Lease**” shall mean an agreement entered into between the Council and a Tenant made under the terms of the Regulations to lease an Allotment Plot any reference to the word Lease shall be taken to include any missive of let;
 - (vi) “**Relevant Circumstances**” shall mean any illness, bereavement, injury or disability, or other extenuating circumstances;
 - (vii) “**Relevant Period**” shall mean 21 days;
 - (viii) “**Residence**” shall mean any residential property which is the sole or main residence of an Edinburgh Resident;

- (ix) **“Site Association”** shall mean any association representing the Tenants of an Allotment Site;
 - (x) **“Tenant”** shall mean the person, persons or Third Party Organisation to whom an Allotment Plot has been leased under the terms of the Regulations;
 - (xi) **“Termination Date”** shall mean the date upon which the Lease between the Council and the Tenant is terminated, and the Tenant is required to remove all their possessions from the Allotment Plot and the Allotment Site;
 - (xii) **“Third Party Organisation”** means an organisation appropriately constituted with its registered address, or where there is no registered address its principal business address, in the Council area; and
 - (xiii) **“Waiting List”** shall mean the list established and maintained by the Council in respect of each Allotment Site of persons who, by way of written notification, have made a request to lease an Allotment Plot.
- 2.2. References to “consent of the Council” or words to similar effect mean a consent in writing signed by or on behalf of the Council and “approved” and “authorised” or words to similar effect mean (as the case may be) approved or authorised in writing by or on behalf of the Council.
- 2.3. Unless the context otherwise requires, words in the singular shall include the plural and words in the plural shall include the singular.
- 2.4. Headings are for convenience, do not form part of these Regulations and shall not be used in their interpretation.
- 2.5. Any references to a specific statute include any statutory extension, amendment, modification or re-enactment of such statute and any subordinate legislation made thereunder and any general reference to “statute” or “statutes” includes any subordinate legislation made thereunder.
- 2.6. Where there is a contradiction between these Regulations and the 2015 Act the terms of the 2015 Act shall apply.
- 2.7. These Regulations shall repeal and replace any allotment rules and regulations in force prior to the Commencement Date made by the Council or its predecessors.

3 EFFECT OF REGULATIONS

- 3.1. Failure by the Tenant to comply with the terms of these Regulations shall be a breach of the Regulations and may result in the Tenant being subject to termination of the Lease of the Allotment Plot in accordance with section 126 of the 2015 Act.

4 ALLOCATION OF ALLOTMENT PLOTS

- 4.1. A request to lease an Allotment Plot on an Allotment Site may be made:
- (i) online via the Council's website; or
 - (ii) by requesting a paper application from:

Parks, Greenspace and Cemeteries
Waverley Court
4 East Market Street
Edinburgh, EH8 8BG

Email: allotments@edinburgh.gov.uk

Phone: 0131 529 7916

or such other contact details as publicised by the Council from time to time.
- 4.2. Applications must include the applicant's:
- (i) name;
 - (ii) address;
 - (iii) date of birth;
 - (iv) preferred Allotment Site(s);
 - (v) preferred size of Allotment Plot;
- and may include the applicant's:
- (vi) email address (if applicable); and
 - (vii) Relevant Circumstances (if applicable) that the applicant wishes the Council to be aware of.
- 4.3. All Eligible Persons who apply for an Allotment Plot shall be placed on the Waiting List(s) for the Allotment Site(s) requested.
- 4.4. The Council shall maintain a Waiting List for each Allotment Site and will offer an available Allotment Plot to the first applicant on the Waiting List for the relevant Allotment Plot having regard to
- (i) what has been requested; and
 - (ii) the provisions of the 2015 Act.

- 4.5. If the Council offers to grant a lease of an Allotment Plot, but not of the size specified by the applicant, the applicant may remain on the Waiting List, unless the applicant accepts the offer, in which case the request will be treated as agreed and the applicant will be removed from the Waiting List. Where the Council makes an offer of an Allotment Plot of the size requested and it is refused, applicants may be removed from the Waiting List.
- 4.6. Tenants may make a request in writing to the Council to move Allotment Plot. In considering whether to allow a move to a different Allotment Plot the Council shall have regard to the cultivation and maintenance of the Tenant's current Allotment Plot and any Relevant Circumstances of the Tenant.
- 4.7. Tenants may make a request in writing to the Council to move Allotment Site. In considering whether to allow a move to a different Allotment Site the Council shall have regard to the length of Waiting List at the requested Allotment Site and any Relevant Circumstances of the Tenant.
- 4.8. Where a new Allotment Site is established, the Allotment Plots within that Allotment Site ("New Allotment Plots") shall be allocated on the following basis:
 - (i) Where reasonably practicable, 50% of the New Allotment Plots shall be offered to Eligible Persons, who are solely or mainly resident in the area within one-kilometre radius of the entrance to the new Allotment Site and who apply for a New Allotment Plot.
 - (ii) The remaining unallocated New Allotment Plots shall be offered to Eligible Persons on the Waiting List for existing Allotment Sites. Individuals on Waiting Lists for existing Allotment Sites who are solely or mainly resident in the area within one-kilometre radius of the entrance to the new Allotment Site will be given priority.
- 4.9. All Tenants are required to sign a Lease on terms provided by the Council at the start of their tenancy of the Allotment Plot.
- 4.10. Where a Tenant is no longer an Edinburgh Resident, the Council may terminate the Lease.
- 4.11. The Council shall allocate a maximum of one Allotment Plot per Residence.
- 4.12. Regulation 4.11 shall not affect Tenants who were allocated more than one Allotment Plot prior to the Commencement Date.

5 RENT

- 5.1. Unless otherwise agreed with the Council in writing rent shall be paid annually, and the Council shall issue an invoice on 18 January each year in this respect. Payment shall be due within 28 days of the date of the invoice. The Council shall set the levels of rent for each Allotment Site annually.
- 5.2. When determining the level of rent the Council shall take account of:
 - 5.2.1 the services provided by, or on behalf of, the Council to the Tenants of the Allotment Sites, including but not limited to site improvements, general repairs, and maintenance, utility charges, arboricultural and grounds maintenance works;
 - 5.2.2 the costs of providing those services;
 - 5.2.3 any concession applicable to the Tenant, as stated on the Council website from time to time; and
 - 5.2.4 the size of the Allotment Plot leased to a Tenant.
- 5.3. Changes to circumstances, including any Relevant Circumstances, affecting a Tenant's ability to pay rent should be advised in writing to the Council.
- 5.4. Concessions shall only apply where all Tenants of a joint tenancy are eligible for a concession.
- 5.5. Where a Tenant fails to pay rent within 28 days of the receipt of an invoice issued under regulation 5.1, the Council may recover the rent as landlords in the same manner as any other case of landlord and tenant and the Council shall seek to recover the rent on a pro rata basis for the period of time that the Tenant has occupied the Allotment Plot. In addition, the Council shall recover as a debt any administrative costs reasonably incurred by it in respect of any delay in payment.

6 BOUNDARIES AND POSSESSION OF ALLOTMENT PLOTS

- 6.1. The Tenant may not exchange Allotment Plots with any other Tenant, transfer their Lease of an Allotment Plot, or sub-let their Allotment Plot without the prior consent of the Council.
- 6.2. If there is any dispute between Tenants as to the boundaries of their Allotment Plots, the Council shall adjudicate and settle the dispute at its own discretion.

- 6.3. Where there is a dispute between Tenants as to the allocation of land per Allotment Plot, the Council shall consult with the affected Tenants and the Site Association to determine whether changes to Allotment Plot boundaries are required. Any decision made by the Council is final and Tenants must comply with this decision.

7 CULTIVATION OF ALLOTMENTS

- 7.1. Excluding permitted buildings, structures and paths at least 75% of the Allotment Plot must be cultivated to the satisfaction of the Council.
- 7.2. Tenants are responsible for ensuring that weed growth is controlled and must ensure that weeds do not spread to neighbouring Allotment Plots.

8 SALE OF SURPLUS PRODUCE

- 8.1. Tenants may sell produce grown by them on the Allotment Plot. Any proceeds or income generated from the sale of such produce may only be used for social enterprise or community advancement and not for the purposes of making a profit, trade or business.

9 MAINTENANCE OF ALLOTMENT PLOTS

- 9.1. The Allotment Plot, including any structures thereon, must be kept in good condition to the satisfaction of the Council. In considering whether or not the Allotment Plot is in good condition the Council shall have regard to any weeds, detritus or dilapidated buildings or structures on the Allotment Plot and the level of cultivation
- 9.2. When considering whether an Allotment Plot is in good condition, the Council shall have regard to any impact that a lack of maintenance of the Allotment Plot could have on neighbouring Allotment Plots.
- 9.3. Tenants shall be responsible for ensuring that appropriate pest and disease control is carried out on their Allotment Plot.

10 MAINTENANCE OF ALLOTMENT SITES

- 10.1. Tenants shall be responsible for keeping boundaries and paths adjacent to their Allotment Plot in a clean and tidy condition and free from obstructions. Where a path is adjacent to two or more Allotment Plots the respective Tenants shall share responsibility. Should this fail the Council shall direct the Tenants as to how maintenance is to be carried out.
- 10.2. Any keys to the Allotment Site remain the property of the Council and are issued to the Tenant strictly for the purposes of access to the Allotment Site and is not transferable to any other person.

11 BUILDINGS OR STRUCTURES ON ALLOTMENT PLOTS

- 11.1. The erection of any structure on an Allotment Plot must have the prior written consent of the Council.
- 11.2. With regard to the measurements of structures on an Allotment Plot;
- 11.2.1 a shed for storage shall not exceed width 2m x length 3m x height 2.4m;
 - 11.2.2 a glasshouse shall not exceed width 2m x length 3m x height 2.4m; and
 - 11.2.3 a polytunnel shall not exceed width 2m x length 3m x height 2.4m
- 11.3. The erection of any building or structure must be in accordance with planning legislation and any materials used must be of suitable durability, in that they must be of a standard that would last at least five years and be consistent with the traditional aesthetic of the other structures on the Allotment Site. All structures must be maintained in a good and safe condition to the satisfaction of the Council. Any modification to an existing building or structure, other than as part of a regular repair, shall require the prior written consent of the Council.
- 11.4. Tenants are solely responsible for the safety and maintenance of any structure, including boundary fences, on their Allotment Plot.

12 ACCESS BY PERSONS (OTHER THAN TENANTS) AND DOMESTIC ANIMALS

- 12.1. Tenants shall be responsible for ensuring that any visitor whom they allow to visit the Allotment Site complies with these Regulations. Failure of visitors to comply may result in the Tenant being in breach of these Regulations.
- 12.2. Dogs may be brought on to the Allotment Site but must be kept under close control and not be allowed to enter into any Allotment Plot without the permission of the relevant Tenants.
- 12.3. Any Tenant who brings or allows a dog onto the Allotment Site shall ensure that any fouling is bagged and disposed of promptly and properly.
- 12.4. Dogs that become a nuisance or annoyance or cause a disturbance to other Tenants should be removed from the Allotment Site.
- 12.5. Tenants shall not kennel dogs or other animals overnight on the Allotment Plot.

13 THE KEEPING OF LIVESTOCK

- 13.1. Tenants shall not keep livestock (including poultry and other birds) on the Allotment Plot.
- 13.2. The keeping of bees shall not be permitted other than with the written consent of the Council. Any Council consent may be subject to conditions.

14 ACCEPTABLE USE

- 14.1. The following conditions apply to all Allotment Plots and Tenants:
- 14.1.1 **Barbed Wire:** Tenants shall not have or use barbed wire on the Allotment Plot;
- 14.1.2 **Bonfires:** Tenants shall not burn any material on the Allotment Plot or Allotment Site unless it arises from the Allotment Plot and is material that cannot be composted. Bonfires must never be left unattended. Tenants must give due consideration to other Tenants within the Allotment Site when choosing when and where to have a bonfire and such bonfires must not compromise any Allotment Plots on the Allotment Site .
- 14.1.3 **Compost bins:** Where there is no Site Association rule for compost bins Tenants shall have no more than three compost bins on their Allotment Plot.
- 14.1.4 **Fences:** Tenants shall not erect fences or plant hedges on the Allotment Plot other than for the protection of crops. All fences and hedges must be in keeping with the traditional aesthetic of the Allotment Site and must be to the satisfaction of the Council.
- 14.1.5 **Fruit cages:** Tenants must not have more than one fruit cage on the Allotment Plot.
- 14.1.6 **Sheds:** Where an Allotment Plot has a standard shed provided, Tenants must regularly maintain the shed and treat it with water-based preservative (that has been approved by the Council for organic use) in green, brown, or cedar.
- 14.1.7 **Nuisance:** Within the Allotment Site, the Tenants shall behave in an appropriate manner and shall be considerate at all times to other Tenants. Tenants must not do anything or cause anything to be done which is or may become a nuisance or annoyance or cause a disturbance to any other Tenants.
- 14.1.8 **Organic:** If an Allotment Site has been designated as organic, Tenants of that site must not use herbicides, pesticides or fungicides in the cultivation of the Allotment Plot.

- 14.1.9 **Pathways:** Tenants shall not block or obstruct the access to the Allotment Site, nor any of the access paths within the Allotment Site.
- 14.1.10 **Material:** A Tenant must not allow their Allotment Plot to be used for the storage of glass, timber, refuse or any other material deemed unsuitable by the Council. Any material deemed unsuitable shall be removed immediately at the request of the Council.
- 14.1.11 **Trees:** No trees other than fruit trees shall be cultivated or allowed to grow on the Allotment Plot. Fruit trees must be maintained within the Allotment Plot and shall not grow into or cause shade to be cast on neighbouring Allotment Plots. Upon request by the Council, the Tenant must remove any fruit trees that are not maintained in accordance with this clause at the Tenant's own expense.
- 14.1.12 **Water:** Allotment Site water supplies must be used for the upkeep of the Allotment Plot. The Tenant should use water responsibly, and where possible, take measures to conserve water.

- 14.2. Tenants must also have regard to any Site Association rules that pertain to the relevant Allotment Site.

15 LANDLORD INSPECTIONS

- 15.1. The Council shall be entitled to inspect any Allotment Plot at any time without notice.

16 ENFORCEMENT

- 16.1. Where a Tenant is in breach of the Regulations, the Council may issue an enforcement letter to the Tenant, setting out the reasons for the breach (the "Enforcement Letter").
- 16.2. The Tenant must, within the Relevant Period of receiving an Enforcement Letter, either:
- 16.2.1 rectify the breach to the satisfaction of the Council; or
 - 16.2.2 provide an explanation of any Relevant Circumstances that justify the breach to the satisfaction of the Council.

- 16.3. If, at the end of the Relevant Period, the Tenant has not either:
- 16.3.1 rectified the breach to the satisfaction of the Council; or
 - 16.3.2 provided a suitable explanation of Relevant Circumstances to the satisfaction of the Council;
- the Council may issue a Final Warning Letter in accordance with regulation 17 of these Regulations.
- 16.4. If a Tenant receives three Enforcement Letters within a 12-month period, the Council shall issue a Final Warning Letter in accordance with regulation 17 of these Regulations.
- 16.5. Any information communicated to the Council to support a claim of Relevant Circumstances shall be dealt with confidentially and in accordance with applicable data protection legislation.

17 TERMINATION

- 17.1. One month prior to issuing a notice of termination, the Council shall write to the Tenant, informing them that the Council is proposing to give notice of termination (the "Final Warning Letter"), which shall include:
- 17.1.1 the reasons for this proposal to issue a Final Warning Letter; and
 - 17.1.2 where appropriate, the reasons for rejection by the Council of any previous explanation of Relevant Circumstances provided by the Tenant.
- 17.2. The Tenant shall then have the opportunity to make representations in writing to the Council in relation to the Final Warning Letter, including an explanation of any Relevant Circumstances that justifies any failure to rectify the breach, which the Council shall take account of in making any decision. Such representations must be submitted to the Council within one month of the date of the Final Warning Letter.
- 17.3. If at the end of one month following the issue of the Final Warning Letter, either:
- 17.3.1 the Tenant has rectified the breach to the satisfaction of the Council; or
 - 17.3.2 following consideration of the Tenant's representations, including any Relevant Circumstances, the Council no longer proposes that the Lease shall be terminated;

the Council shall write to the Tenant informing them of this.

- 17.4. If at the end of one month following the issue of the Final Warning Letter, either:
- 17.4.1 the breach has not been rectified to the satisfaction of the Council; or
 - 17.4.2 the Tenant has not provided an explanation of any Relevant Circumstances to the satisfaction of the Council;
- the Tenant shall be in breach of the Regulations and the Council may terminate the Lease of whole or part of the Allotment Plot by giving written notice in the form of a letter (the "Termination Letter").
- The Termination Letter shall state the Termination Date, which shall be a date no less than one month from the date of the Termination Letter, and the reasons for termination.
- 17.5. A Tenant who is aggrieved by the Termination Letter may appeal to the sheriff within 21 days of the date of the Termination Letter.
- 17.6. The Termination Letter has no effect until:
- 17.6.1 the period within which an appeal may be made has elapsed without an appeal being made; or
 - 17.6.2 where such an appeal is made, the appeal is withdrawn or finally determined.
- 17.7. The decision of the sheriff on appeal is final.
- 17.8. Upon the termination of the lease, the Tenant shall remove, unless otherwise agreed with the Council, all buildings and/or structures on the Allotment Plot. Where the Tenant has not returned the Allotment Plot to a lettable condition in the reasonable opinion of the Council, the Council may carry out relevant works and recover from the Tenant any expenses reasonably incurred in so doing.
- 17.9. Each Tenant is responsible for returning the keys to the Allotment Site to the Council at the end of their tenancy.

18 EXTREME CIRCUMSTANCES

- 18.1. If a Tenant behaves in a manner which causes fear, alarm or severe disruption to any person, the Tenant shall be issued with a Final Warning Letter, and access to the Allotment Site may be suspended.

19 LIABILITY FOR LOSS OR DAMAGE TO PROPERTY

19.1. The Tenant shall be responsible for the safekeeping of any objects or materials (including tools, machinery, equipment, goods, plants, fertilisers and compost) which the Tenant keeps or brings on to the Allotment Site. The Council shall not be liable for the loss of, or damage to any such objects or materials, howsoever caused.

FOR AND ON BEHALF OF CITY OF EDINBURGH COUNCIL

..... (Proper Officer of the City of Edinburgh Council)

..... (Print Full Name)

..... (Witness)

..... (Print Witness' Full Name)

..... (Witness' Address)

.....
..... (at)

New Allotment Regulations Consultation: Summary Report

This report was created on Friday 28 August 2020 at 15:51.

The consultation ran from 18/02/2020 to 27/03/2020.

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Any further comments	5

Question 1: What is your email address?

Email

There were **208** responses to this part of the question.

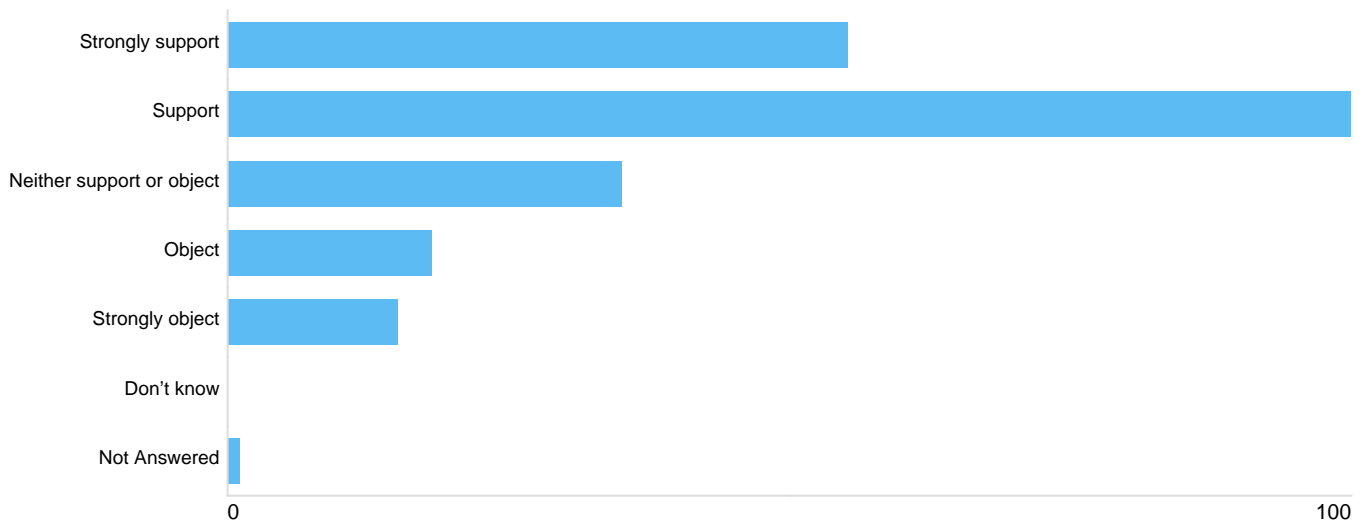
Question 2: Do you have any concerns over the definitions presented? For example an 'Allotment Plot' shall mean any single area of land designated as an allotment plot by the Council within an Allotment Site.

Definition Comments

There were **173** responses to this part of the question.

Question 3: To what extent do you support or oppose the allotment allocation method for new sites; plots are to be allocated on a first come basis and when practical at least 50% are offered to person living within 1km of the site?

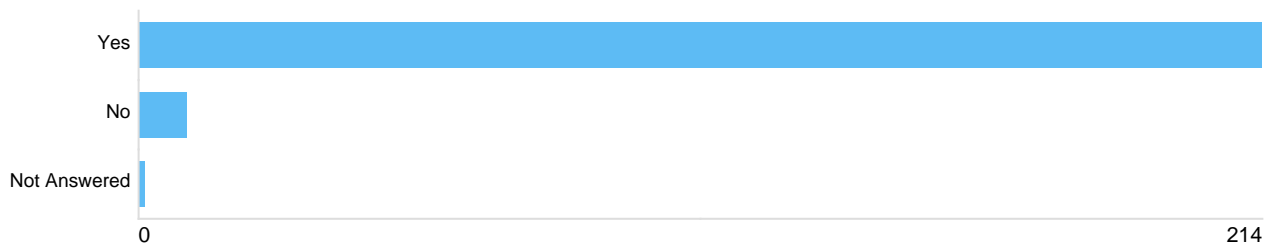
Allocation



Option	Total	Percent
Strongly support	55	24.55%
Support	100	44.64%
Neither support or object	35	15.62%
Object	18	8.04%
Strongly object	15	6.70%
Don't know	0	0%
Not Answered	1	0.45%

Question 4: Are you happy to pay allotment plot rental in advance?

Rent



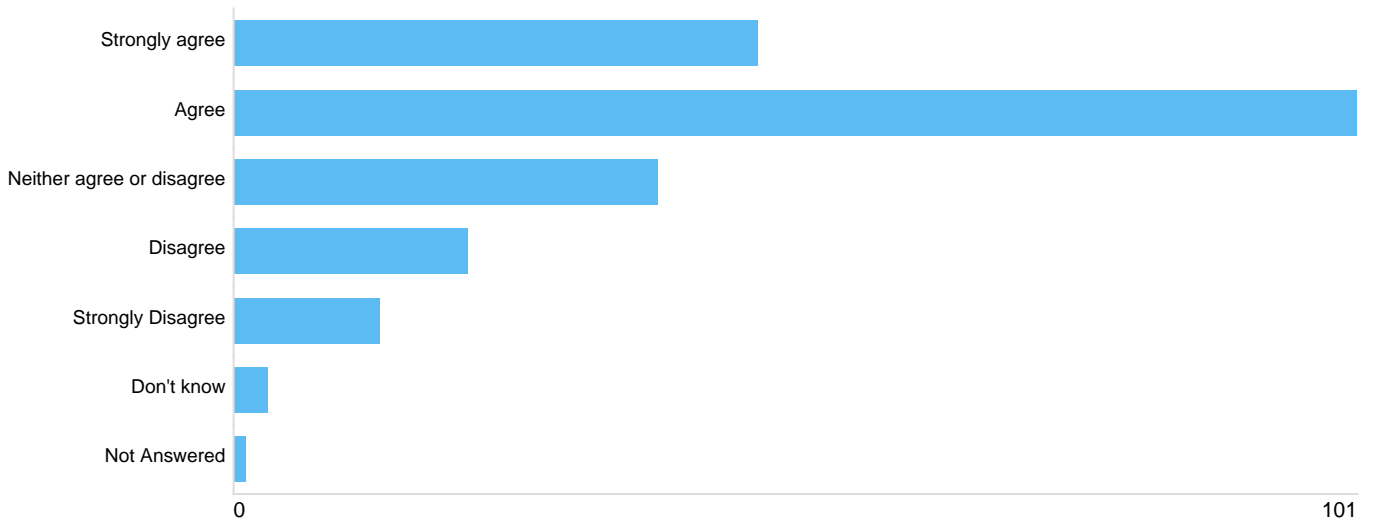
Option	Total	Percent
Yes	214	95.54%
No	9	4.02%
Not Answered	1	0.45%

Rent Comments

There were **39** responses to this part of the question.

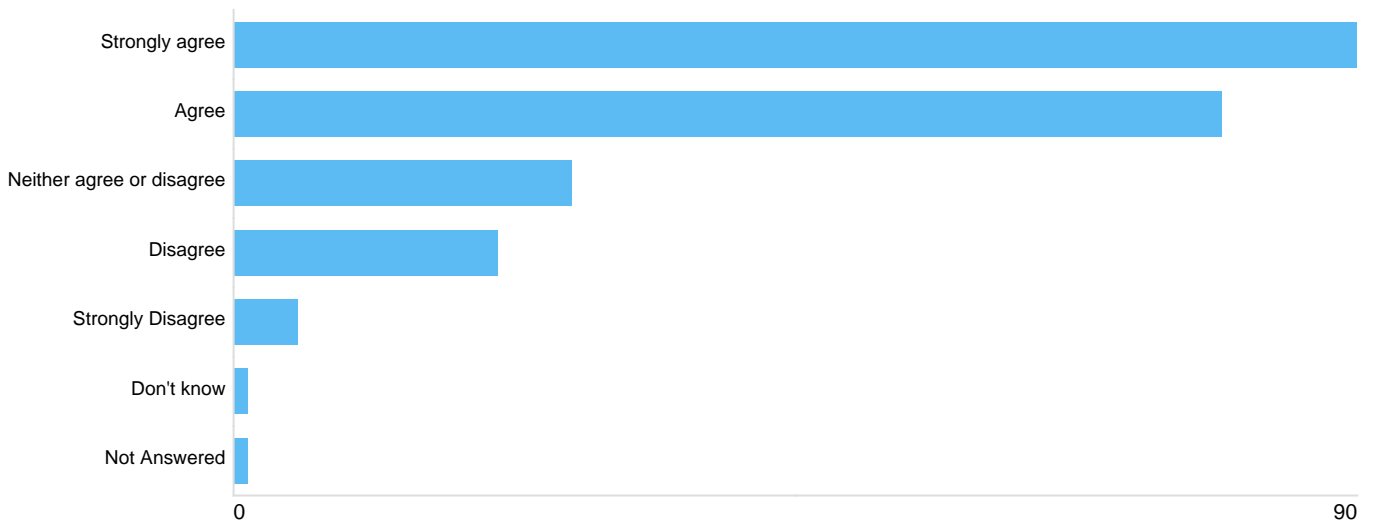
Question 5: To what extent do you agree or disagree with the following:

Matrix - The restrictions on the size of new sheds, greenhouses and polytunnels?



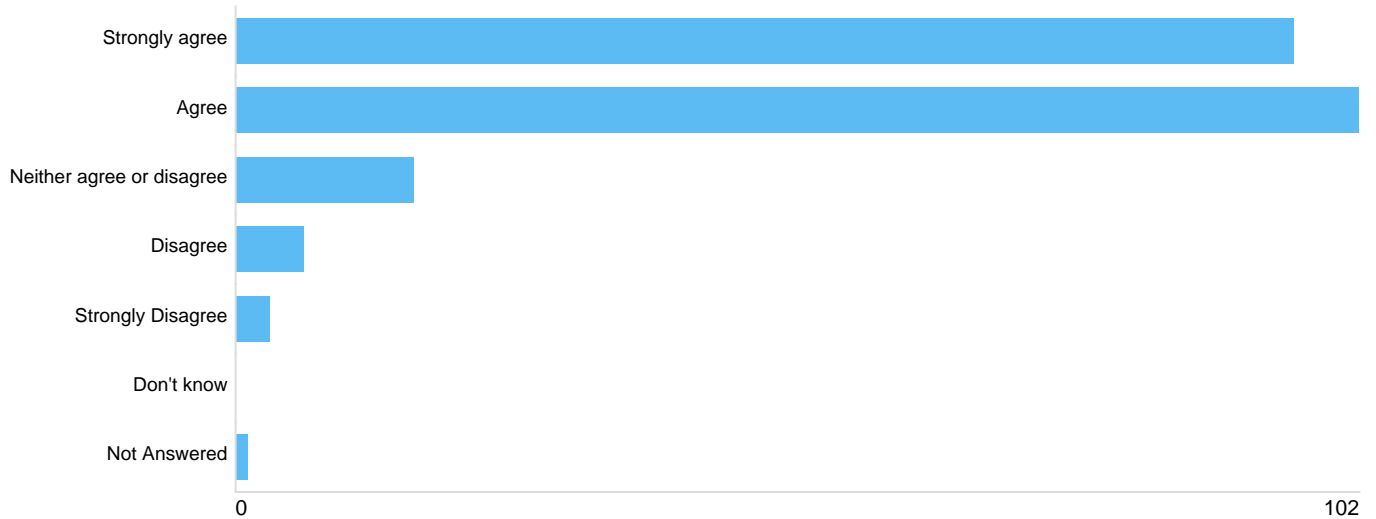
Option	Total	Percent
Strongly agree	47	20.98%
Agree	101	45.09%
Neither agree or disagree	38	16.96%
Disagree	21	9.38%
Strongly Disagree	13	5.80%
Don't know	3	1.34%
Not Answered	1	0.45%

Matrix - Livestock should not be allowed on allotments.



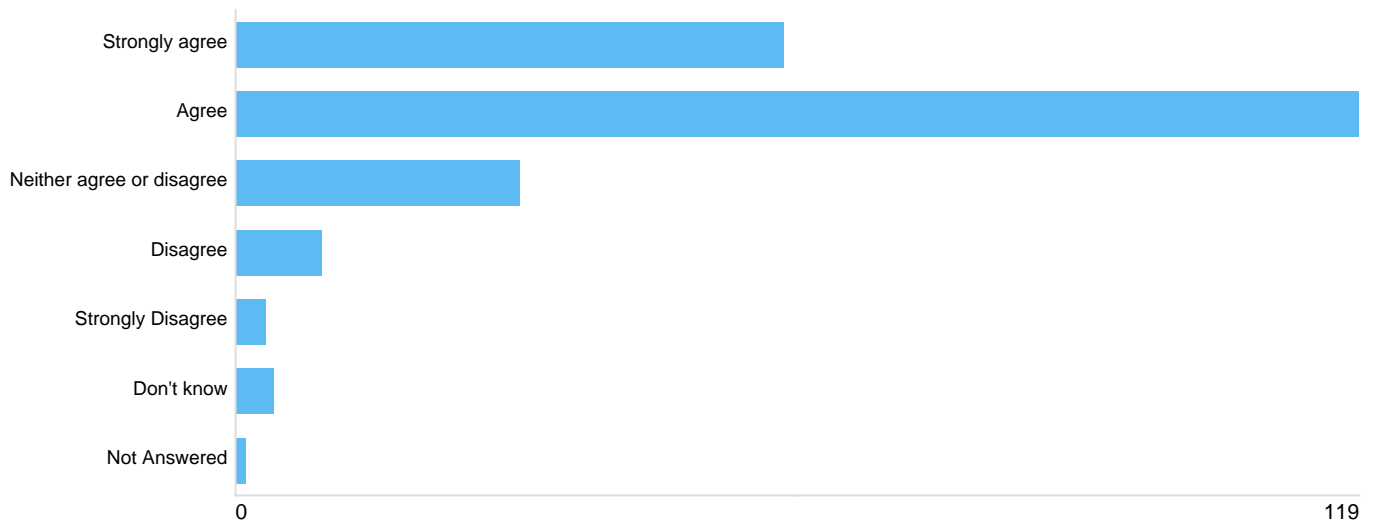
Option	Total	Percent
Strongly agree	90	40.18%
Agree	79	35.27%
Neither agree or disagree	27	12.05%
Disagree	21	9.38%
Strongly Disagree	5	2.23%
Don't know	1	0.45%
Not Answered	1	0.45%

Matrix - The Council should be allowed to enter and inspect an allotment at any time.



Option	Total	Percent
Strongly agree	96	42.86%
Agree	102	45.54%
Neither agree or disagree	16	7.14%
Disagree	6	2.68%
Strongly Disagree	3	1.34%
Don't know	0	0%
Not Answered	1	0.45%

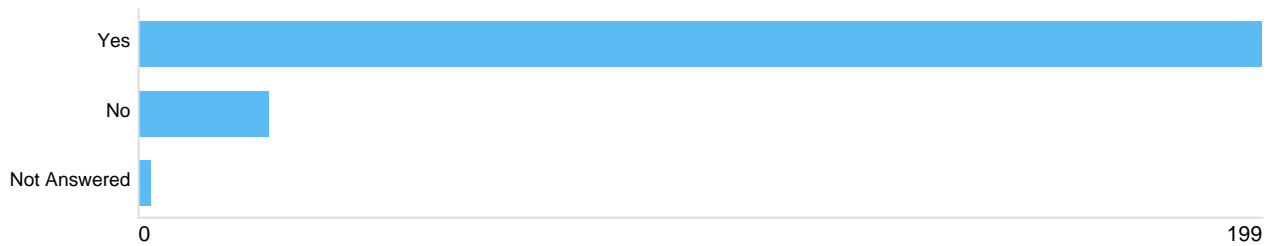
Matrix - The allotment enforcement and termination procedures



Option	Total	Percent
Strongly agree	58	25.89%
Agree	119	53.12%
Neither agree or disagree	30	13.39%
Disagree	9	4.02%
Strongly Disagree	3	1.34%
Don't know	4	1.79%
Not Answered	1	0.45%

Question 6: Are you happy for the Council to be the final arbitrator for allotment disputes?

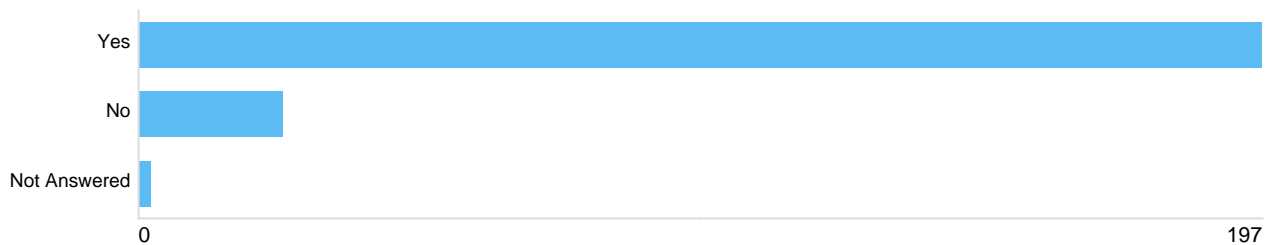
Arbitrator



Option	Total	Percent
Yes	199	88.84%
No	23	10.27%
Not Answered	2	0.89%

Question 7: Do you agree that an allotment should be at least 75% cultivated?

cultivation



Option	Total	Percent
Yes	197	87.95%
No	25	11.16%
Not Answered	2	0.89%

Percentage

There were 36 responses to this part of the question.

Question 8: Do you have any concerns on the Acceptable Use Restrictions?

Acceptable Use Restrictions

There were 148 responses to this part of the question.

Question 9: Please write any further comments in the box below.

Any further comments

There were 108 responses to this part of the question.

New Allotment Regulations Consultation: Open Ending Analysis

Ref	Comments received	Category	Action taken
d1	1. How is behaviour of other tenants (not allotment tenants) covered by the regulations.	Behaviour	1. Amended. 1.14.1.7 Amended to include invited guests.
d2	1. No definition of Commencement Date.	Commencement date	1. No change -The commencement date will be the day after Committee approves the new regulations - currently set for June 2021.
d3	1. There is no definition for who the council representative is, for example who does the plot holder contact to request permission to erect a shed 2. The process of termination would be clearer if it is also shown as a flow diagram. 3. The one km in section 4.8 should be a definition, in case it changes in future.	Council Representative, Warnings	1. No change. 4.1 provides contact details and should be used to contact the Council on all allotment matters. 2. No change. A flow diagram for termination will be developed and added to the Council's web-site. 3. Amended. Change to 2km.
d4	1. The definition of relevant circumstances does not seem to fit well with the use of this phrase in para 4.2 (application for a plot). The examples given are all reasons for failure to take action not positive reasons why an application should succeed.	Definition	1. No change. Relevant circumstances provided are used to ensure an applicant is offered an allotment which meets their needs.
d5	1. I would have included any Edinburgh Council Tax payer as an Eligible Person, which might be easier to check for many than proving whether they were or were not resident in any particular year. 2. Tenant does not include the concept of Eligible Person, so I conclude that not all tenants (if multiple) need be Residents. Presumably if there is a group to go on the waiting list only one need be eligible 3. I know that not all tenants on our site are residents. Some were but have moved out and have retained their plots. Will they be grandfathered like those with more than one plot or thrown off? If the latter, then that is possibly inequitable between the 2 categories. The wording says that the council may terminate their lease, which is rather vague.	Eligibility	1. No change. 2. Amended. "Eligible" added to Tenant definition. 3. No change. It is rare than an individual will move outwith Edinburgh and continue with a lease.
d6	1. Yes. The legal team might have done a better job discussing this face to face with the allotment team. Residence (4.11) inappropriate to discriminate those in houses of multiple occupancy. 2. Weed - what is a weed to some is not to others. 3. Structure - Is the definition a hut, greenhouse or poly tunnel only. It need to be clear. Cold frames - Are they structures. The allotment officer applies the 106 year old rules with appropriate discretion and sense but he will retire and it ALL needs clarified. AN OVERZEALOUS FUTURE ALLOTMENT OFFICER OR AN OVERZEALOUS COUNCIL COULD BE UNREASONABLE AS COULD AN UNREASONABLE PLOTHOLDER. BETTER DEFINITIONS WOULD SIMPLIFY THE FUTURE FOR ALL SIDES. 4. Compost bins. Not all are "dalek" style ones. Many much bigger and different sizes.	Eligibility, Structures definition, Weeds	1. No change. Full consultation undertaken at all stages with FEDADA and SAGS. 2. No change. 3. No change. 4. Amended. Compost bin number removed.
d7	1. The geographical distance stipulated between residence and allotment is too restrictive. 2. The stipulation that all "structures" must be removed by a leaving tenant should be negotiable with the new tenant. 3. The occasional hedge and non-fruit tree are good for nesting birds and shelter, as long as they are kept under control in terms of height and depth so as not to cause excessive shade or take up too much space, and there are no complaints from allotment neighbours. 4. I suggest that an additional stipulation should be that no food waste is added to compost, as that encourages foxes and rodents.	Eligibility, Structures, Hedges	1. Amended. Change to 2km. 2. No change covering within 17.8. 3. No change. 4. Amended. Redefined as fruit and vegetable waste. 4.14.1.3 Amended to include Materials composted should not attract vermin.
d8	1. Yes, I think it is essential to maintain the definition of a full plot or a half plot.	Full and Half Plot	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d9	1. 1. 2 INTERPRETATION (v) Insert 'and' after Allotment Plot	Grammar/syntax	1. Amended. 'and' added.
d10	This definition seems OK. 1. Is there a policy on how many plots are halved on a site?	Plots	1. No change. Research indicates that more half plots are in demand.
d11	1. Concerned if a plot were given to an organisation.	Organisations	1. No change. Only schools, charities and Edinburgh Leisure are recognised organisation to hold an allotment.
d12	1. Should there be an inclusion of the pathways?	Pathways	1. No change. 10.1 requires Tenants to be responsible for paths that are adjacent to their plot.
d13	1. Lack of council support for control of pests such as rabbits and rats seems to be absent. Rest is reasonable and fair.	Pest Control	1. No change. While the Council can provide pest control support it is a Tenant's responsibility to control pests on their plot.
d14	Yes, define 'Sheriff' - used in Termination section	Sheriff definition	1.No change. Definition for 'Sheriff' widely recognised.

d15	<p>1. 'Allotment Plot' - defining this as a single area means that it will no longer be possible to offer residents who ask for a whole plot two half plots as an acceptable substitute. This along with (4.5) will place pressure on the Council to divide vacant plots in two and make the waiting list longer for full plots, in the hopes that people will accept what they can get. We would prefer this to be changed to allow full plots to be made up of multiple areas and/or to require the waiting time for full plots not to greatly exceed the one for half plots. Also, we would like to see definitions for plot sizes, as we can't always tell what size the plots on our site are.</p> <p>2. 'Third Party Organisation' - It isn't clear what this means, and we suspect it is a mistake for third sector organisation. If it's not a mistake, it needs to be clearer about who can hold an allotment on behalf of others. Maybe there are valid non-charity cases - it might be intended for carers of people who can't look after their own affairs, for instance. The phrase would allow, for instance, RBS to apply for a garden for their staff to use. We don't feel this is an appropriate use of plots.</p> <p>3. 'Eligible Person' - We note that this treats 'third party organisations' as quasi-residents, applying the same rules. We are broadly supportive of third sector organisations who have plots for community benefit as long as they don't become so common they increase the waiting times for the residents we primarily represent. However, parity here doesn't seem workable. Third sector organisations generally need plots at the same time as they have grants to use them, but the regulations have them wait years. We don't have a solution to this problem.</p>	Plot definition, third party definition, eligible person definition	<p>1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.</p> <p>2. Amended. Definition updated.</p> <p>3. No change.</p>
d16	1. The allotment size should be the full size as required by law, not the Council.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d17	1. I am concerned that parcels of land too small to be of much use will be offered to people as an 'allotment'.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d18	1. No size is specified in defining "a plot".	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d19	1. That the size has not been defined, even a minimum size would be good	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d20	1. The size of a plot or single area of land, a full plot should be 10 X 20 mtr. = 200 sq m. Give or take just a few mtr.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d21	1. A bit more precision about the size of allotments might be helpful - for example the difference between a half and full plot isn't entirely clear when wandering around my site.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d22	1. Does this mean the standard full or half allotment plot size or are sizes going to change?	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d23	1. Yes, I think this is too vague, and some approx sizes must be specified	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d24	<p>1. Yes I have some real concerns here. I do not agree with this definition at all. I think an allotment plot should remain what it is defined in legislation as a bit of land 6m x 22m. Or a full sized plot in other words. I am concerned that if the Council is allowed to relax the definition that full sized plots may disappear and no longer be available and I think they always should be available for people that want them.</p> <p>2. Fair enough if the Council wants to offer half plots. Some people might actually prefer one. But it should be called a half plot and not a plot. For one thing, there is the pricing aspect. If you have a half plot you should pay half price.</p>	Size	<p>1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.</p> <p>2. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.</p>
d25	<p>1. In light of existing provision, it is necessary to define a little more specifically and add definitions of half plot and quarter plot. For example, a (full) plot may be sized between x and y square metres. A half plot is sized between (half of x and y) square metres. A quarter plot is between (a quarter of x and y) square metres.</p> <p>2. 'Eligible person' status should go beyond simply being added onto the waiting list. It should be a requirement for allocation and annual renewal. Ceasing to be an Eligible Person should also be grounds for terminating the lease within a set period after the loss of Eligible Person status.</p>	Size	<p>1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.</p> <p>2. Amended. Definition updated however no resource to check eligibility status annually.</p>
d26	1. As long as it's not a postage stamp	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d27	1. I think sizes of plots should be stated.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d28	<p>1. Yes I do have a concern, the applicant should be offered, in the first instance a plot of 250sqm. If that is too big then the applicant should have the choice to go to a smaller plot.</p> <p>The Council, under the CEB, must have available plots of 250sqm if required by the applicant</p>	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d29	1. No strong concerns but I wonder whether it should have a minimum and maximum size - it seems to be too wide and open to interpretation. A large plot or tiny space could equally be a plot. This could cause problems	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d30	1. There needs to be some indication of plot size given.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d31	In the past an allotment plot had an area definition. This could be looked at. To some a full allotment is too large but 1/2 or 1/4 allotment should have an area attached to it so that people know what they are taking on.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d32	1. There was at one time a model standard for a "plot" which I understand was 100 feet by 22 feet, and was designated as the amount of land required to feed a family of four for a year. I have such an area which is referred to as a "full plot". Many of the original full plots on our site are subdivided and are known as "half plots". In some cases, the full plot may even have been split in three or four. Provided that this does not result in a proliferation of sheds and compost heaps etc, then subdivision allows more people to enjoy the beneficial experience of cultivation, and allows others for whom a full plot is too much of a burden, to relinquish part of their plot. With regard to the definition, the Model standard plot is probably less relevant than it was say ninety years ago, but the definition in the draft Regulations is somewhat simplistic giving the same status to sundry sizes of plots	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.

d33	1. The various sizes of Allotment Plots should be specified. Otherwise the Council could reduce the size of plots and we could end up with only tiny plots being available.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d34	1. The size of the plot(s) must be defined; full size=? Half plot=? Quarter plot=? The Community Empowerment Act states that a full sized plot = 250sq m	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d35	1. I am concerned by this proposed new definition of an Allotment Plot, as this new definition would allow the Council to decide that any piece of land of any size e.g a single Raised Bed is an Allotment, which clearly it would not be. This situation would be highly unsatisfactory. I would therefore strongly advise that the current definition of an allotment plot that is given in the Allotment Acts to date, which is that a full plot = a bit of land roughly 6m x 22m or thereabouts, which is potentially sufficient to provide food for a family of four, is retained and implemented in the new Regulations..	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d36	1. In law the size of an allotment plot is recognised to be 200 - 250 square metres (see Community Empowerment Act). I am concerned any old patch of land will now become "an allotment".	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d37	1. Yes. Area of land per plot should be defined. Otherwise, a small raised bed could be an allotment.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015.
d38	1. I am concerned that the option to start with a smaller plot and if successful move to a larger one appears to have been lost. There is a shortage of allotments-this should be addressed by making more sites, not dividing plots to smaller and smaller sizes-except when ploholders wish.	Size	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015. Moving between plot sizes is however addressed as an operational matter through a request process.
d39	1. Yes, I am concerned the lack of clarity as to what size a plot is will have repercussions. The charging policy distinguishes between full plots, half plots and raised beds therefore the regulations should too, especially as there is a requirement in the CEA2015 that people are entitled to a 250m2 plot. Will 250m2 plots command a premium price, given most plots are only 200m2? If you stick with this definition then pricing should be according to square meterage of the plot. •Missing definitions: 2. Residence (4.11). It would be unfair to exclude the less well-off who may reside in houses of multiple occupancy. 3. Paths – the regulation needs to separately define paths within plots and paths adjacent to plots– as this could significantly affect what constitutes %cultivated. Perhaps define as Access Paths and in-plot paths. Also, what do you mean by pathway in 14.1? 4. Livestock – examples under 13 are not sufficient to clarify meaning. Do you mean by livestock the rearing of animals and birds for produce purposes? Weed 5. Structure – do you mean a building? If not, then you need to state what is included as a structure, and then be clear what applies to buildings and what does not. A bean frame is a structure, but I don't think the same rules need to apply. 6. Compost bin – must be defined if you are going to insist on no more than 3! 7. Fruit cage –does this include/exclude temporary solutions or just refer to permanent structures? 8. Raised bed – I think it would be better NOT to count these as plots. On a positive note, I am pleased to see the site association defined as representing the tenants. But, you can't have it both ways, so under this definition you will need to amend 6.3, as under this definition the Site Association won't be able to act on behalf of the council.	Size, Eligibility, Path definition, Structure definition, Raised beds	1. No change. Allotment definition provided within section 9 of Community Empowerment (Scotland) Act 2015. A change to charging on a per m2 would be a policy decision by the Council and not part of the Regulations. 2. No change. Discounts rates are available. Charges set to cover the cost of the service. 3. No change. Paths within plots are part of the cultivation percentage when being assessed. 4. No change, it is clear that no livestock are permitted. 5. Amended. 11 Change to Sheds, Glasshouses and Polytunnels. 6. Amended. Compost bin number removed. 7. No change. Fruit cages are not considered a permanent structure. 8. No change. see 1 above.
d40	Why include a definition for a 'third party organisation'	Third Party	1. Amended. Definition changed to 'third sector organisation'.
a1	1. I would like to see an additional point that allotment users must not enter anyone else's plot unless invited. 2. I'm not clear on the restriction for just one fruit cage as there maybe more then one area of fruit bushes on a plot.	Access, Fruit cage	1. No change. See 14.1.7. 2. Amended. Definition updated.
a2	1. We need an arbitration service as a last resort in disputes.	Arbitration	1. No change. The Council has a recognised dispute mechanism ending with the Local Government Ombudsman.
a3	Ferry Road allotments. 1. Definitely no barbed wire inside the perimeter fence. 2. I would like more freedom on when I can burn stuff. Perhaps each night after the crematorium closes, rather than just at weekends. 3. Severe restrictions on any concrete use. Possibly only on small foundations to any buildings. 4. Fences only within acceptable height restrictions. 5. Fruit cages. These should be kept to similar dimensions to other structures. i.e. polytunnels, greenhouses and huts. 6. I would like the site to be organic, with all the ploholders made aware of this. 7. Any plot holder who causes a nuisance should be warned not to, on risk of termination of lease.	Barbed wire, bonfire, concrete, fruit cages, organic, behaviour	1. No change. Covered within 14.1.1. 2. No change. Local restriction apply. 3. No change. Covered through approval for structures and buildings. 4. No change. Council can request removal if they do not meet aesthetic/safety requirements. 5. No change. 6. No change. Policy decision to be agreed with all site tenants. 7. No change. Covered within the termination procedure.
a4	1. There should be no barbed wire around allotment plots	Barbed wire	1. No change. See 14.1.1.

a5	<p>1. Barbed wire should not be allowed.</p> <p>2. The lighting of bonfires should not be allowed if a plotholder down wind is present and objects.</p> <p>3. Composting on plot should be encouraged but should be limited to say 3 x 600 litre plastic bins or a wooden structure with similar dimensions.</p> <p>4. Concrete/paved areas allow versatility for example for troughs of herbs.</p> <p>5. Fruit cages should be prohibited.</p> <p>6. Plotholders should have regard to behaving in a responsible way.</p> <p>7. Whether a plotholder wishes to cultivate organically, should be decided at the time of allocation. While one would hope that everyone would cultivate responsibly, keeping weed killers to a minimum, "organic " plotholders should not dictate the cultivation methods of their neighbour.</p> <p>8. The Council should inspect and warn plotholders where they see an accumulation of rubbish and should encourage deposition in trade bins.</p> <p>9. While the Council should allow fruit trees, they should intervene where a plotholder plants too many and where the height gets out of control.</p> <p>10. The water supply is for the site, it should not be used for example for the personal washing of cars at the site or for the filling of reservoir tanks in camper vans.</p>	<p>Barbed wire, bonfires, composting, fruit cages, concrete, organic, warning, tree height, water</p>	<p>1. No change. See 14.1.1</p> <p>2. No change. See 14.1.2.</p> <p>3. Amended. Definition updated</p> <p>4. No change.</p> <p>5. No change.</p> <p>6. No change. See 14.1.7.</p> <p>7. No change. See 14.1.7.</p> <p>8. No change. See 16 Enforcement.</p> <p>9. No change. See 14.1.11.</p> <p>10. No change. See 14.1.12.</p>
a6	<p>1. I couldn't find this section but agree there should be no barbed wire or concrete, nuisance of course and rubbish should be taken away or placed in any provided bin which needs to be emptied before it is overflowing.</p> <p>2. I am in very much in favour of organic but don't know how it would be possible to enforce a rule banning weed killers etc.</p> <p>3. I don't know what the rules are about trees or water.</p> <p>4. I would love a communal supply of compost but I can understand the problem of managing it in order for it to be useful.</p>	<p>Barbed wire, concrete, waste, organic, compost</p>	<p>1. No change.</p> <p>2. No change.</p> <p>3. No change.</p> <p>4. No change.</p>
a7	<p>1. My understanding was that barbed wire is allowed at the top of the fences although I think having had several breaches of the fence at Bridgend this is of no effect anyway.</p> <p>2. Where is the Council's responsibilities set out - for example coming and repairing the fence immediately, having adequate and working locks.</p> <p>3. You should add to the section on bonfires that plastics should not be burned and also that people should consider neighbours to the allotment site.</p> <p>4. I don't know why only one fruit cage is allowed - having structures on a plot should be allowed if they do not cause shade.</p> <p>5. I think that sheds should be able to be painted in any colour and as long as it is a garden paint I don't see why it has to be specified.</p> <p>6. Mention should be made of people who are not tenants - there are many people at Bridgend connected with the School, Horticultural Society and Bridgend Growing Communities and they should observe these regulations. People should not go onto another plot unless they have the consent of the tenant.</p> <p>7. There are many communal areas at Bridgend - I think it should be included in the Regulations that tenants have a responsibility to help to maintain the overall site.</p> <p>8. I think people should be allowed to bring chickens to site - one tenant has them and said they could clean up the site. We have wild pheasants anyway.</p> <p>9. You should include that people should not discard their waste and old plants elsewhere on the site. (This has happened at Bridgend).</p>	<p>Barbed wire, Bonfires, Fruit cage, shed, behaviour, Communal areas</p>	<p>1. No change.</p> <p>2. No change. Repairs to fencing are subject to resources being available.</p> <p>3. No change included with 14.1.2.</p> <p>4. Amended.</p> <p>5. Amended. Black added to colour list.</p> <p>6. Amended. 14.1.7 changed to reflect guests.</p> <p>7. No change. Communal areas remain a site responsibility.</p> <p>8. No change. Allotments are for the production of fruit and vegetables & bees as pollinators are allow through permission.</p>
a8	<p>1. No bees. That could present problems for children, the elderly, etc.</p>	<p>Bees</p>	<p>1. No change. Bee keeping will be permitted provide conditions are met which include registration with Bee Keeper Association.</p>
a9	<p>1. I think bee keeping should be actively encouraged.</p>	<p>Bees</p>	<p>1. No change. Bee keeping will be permitted provide conditions are met which include registration with Bee Keeper Association.</p>
a10	<p>1. I think there should be a new clause limiting use of the allotment to growing produce and social engagement.</p> <p>2. There should be a limitation on use for all other purposes; such as the flying of flags for any purpose including political, drinking parties (which could leave a mess and cause a nuisance to local residents) and any other activities at the councils discretion that are seen as unsocial, political or unwelcome either to the allotment holders or local residents.</p>	<p>Behaviour</p>	<p>1. Amended. 2.1(i) updated to include growing fruit & vegetables</p> <p>2. Amended 14.1.13 updated to cover flags etc.</p>
a11	<p>1. I am strongly against people who set bonfires under supervision. As it can cause severe damage to plot holders property.</p>	<p>Bonfire</p>	<p>1. Amended see 14.1.2</p>
a12	<p>1. All organic material can be composted so nobody should be having any fires - they anti-social and usually the people having the fire are least bothered by them or have left the site. All fires should be banned.</p> <p>2. Low fences to keep the site rabbit proof are necessary on some sites.</p>	<p>Bonfire</p>	<p>1. Amended. See 14.1.2 amended.</p> <p>2. No change. It remains a tenant's responsibility to ensure their allotment is suitability secure from vermin.</p>
a13	<p>1. If you damage anything you should replace. We have had a fire from a friend of an allotmenteeer nit present. That should cost something.</p>	<p>Bonfire</p>	<p>Amended. See 14.1.2.</p>

a14	1. Bonfires will be necessary for some compostable material at certain times of year, especially with the restrictions on the number of compost bins which require time for material to compost.	Bonfire	Amended. See 14.1.2.
a15	1. I don't see any harm in being able to burn twigs, dried weeds, dry grass or tough stalks even though strictly speaking they could be composted. If I didn't burn those things I'd have no room to move and my compost bins aren't big enough to put everything in.	Bonfire	Amended. See 14.1.2.
a16	<p>1. Yes. Clear acceptable use restrictions are very important to us as an Association because they back us up in our discussions with Tenants when matters arise on site. As stated, the regulations implicitly permit the burning of plastic, rubbish, treated wood, and other toxic waste as long as it is done when it is not a nuisance to other Tenants. (14.1.2) allows the burning of any materials that cannot be composted, but these cause such environmental damage that they should not be allowed. It would also be useful to allow Tenants to burn pernicious weeds and diseased plants, once dried, even though these will compost. In our experience Tenants are rightly reluctant to use compost made from these materials.</p> <p>2. It would be better to be more explicit about e.g. the acceptable maximum height and width of a fence or hedge (cf. 14.1.5) so that Tenants can guess whether the Council would find theirs acceptable, as they often put substantial time and sometimes money into adding them.</p> <p>3. Tenants sometimes cause a nuisance for adjacent residents (i.e. householders). We think it would be as well to extend (14.1.7) to cover them.</p> <p>4. We think it would be as well to include a rule that tenants must deal with weeds on their own plots unless the Site Association has made communal arrangements. In particular, they should neither dump them in other parts of the Allotment Site nor put them in landfill bins, whether that is on site or elsewhere. Some tenants struggle to understand why we object to these practices.</p> <p>5. (14.1.11) about non-fruit trees is reasonable, but may require a "grandfather" clause for ploholders who already have such trees and would struggle to take them out.</p> <p>6. It would be better to specify the maximum percentage of the plot or maximum area that can be within fruit cages (14.1.5) than to require everyone to move their fruit bushes into one location so they can cover them with one cage.</p> <p>7. We do not understand the restriction to 3 compost bins (14.1.3), especially as they do not come in a standard size. Although 3 is often enough for compost, we have members who use additional ones for manure and leaf mould, and others with built structures for composting that are much larger than 3 bins put together. We are not convinced the restrictions need a rule for this.</p>	Bonfire, fencing, behaviour, weeds	<p>1. Amended. See 1. 14.1.2 organic materials only arise from the allotment plot.</p> <p>2. No change.</p> <p>3. Amended. See 14.1.7 Amended.</p> <p>4. No change. See 7.2.</p> <p>5. No change.</p> <p>6. Amended. See 14.1.5 size added.</p> <p>7. Amended. See 14.1.3 number removed.</p>
a17	<p>1. Bonfires require paper or kindling to get started and this would need to be brought in from outside the allotment. Doing this is environmentally preferable to using an accelerant.</p> <p>2. I see no need for restrictions on fruit cages or composting</p> <p>3. Having experienced aggressive and threatening behaviour in the past that was allowed to continue for far too long, this section needs to be stronger. Eg behaviour to be reported, process for investigating and time frame.</p>	Bonfire, Fruit cages, composting, behaviour	<p>1. No change.</p> <p>2. No change.</p> <p>3. No change.</p>
a18	<p>1. The section on bonfires (14.1.2) should contain an exception for barbecues or similar cooking fires, provided these are of a suitable size and managed appropriately.</p> <p>2. The section on trees (14.1.11) should allow the cultivation of small trees and shrubs for ornamental purposes, the production of craft materials, or the enhancement of biodiversity, subject to similar restrictions as to fruit trees.</p>	Bonfire, trees & shrubs	<p>1. No change.</p> <p>2. No change.</p>
a19	<p>Yes, I have concerns and suggestion for improvement.</p> <p>1. 14.1.2 Bonfires – Tenants must also give due consideration to neighbours in the local community</p> <p>2. 14.1.3 I strongly object to this and don't see why it is for the council to dictate. Organic growers rely on composting for cultivation. Composting should be encouraged as it has wider society benefits as well as cultivation benefits to the ploholder and benefits to biodiversity, so there should be NO LIMIT. As proposed it also discriminates against those with whole plots who will naturally need more compost for cultivation reason.</p> <p>3. 14.1.4 What about dead-hedges, which foster wildlife and encourage biodiversity? (Incidentally, I am amazed the degree to which biodiversity is ignored throughout these regulations, given its wider social and environmental importance.)</p> <p>4. 14.1.5 As proposed stipulating one fruit cage discriminates against those with whole plot, and those who prefer to grow more fruit. Also, how is fruit cage defined? I don't think it is for the council to dictate how people cultivate to this extent.</p> <p>5. 14.1.6 Wording could be improved for better clarity. 'On sites where sheds are provided on plots....</p> <p>6. 14.1.10 Wording could be improved for better clarity. Issue is not one of 'Materials', but of people using their plot for STORAGE of Materials.</p> <p>7. 14.1.11 Tree – so we can't grow crops like willow for basketmaking, or hazel coppiced for making support poles? Also, I think the diameter limit in the old rules should be included here.</p> <p>8. 14.1.12 Wording could be improved for better clarity the regulation could be put stated more forcibly - ...'water supplies must ONLY be used for the upkeep of allotment plots. The Tenant MUST use water responsibly...'</p>	Bonfire, compost, fruit cage, grammar, behaviour	<p>1. Definition amended.</p> <p>2. Defintion amended.</p> <p>3. Hedges added to title.</p> <p>4. Max. size added.</p> <p>5. 1.14.1.6 amended.</p> <p>6. Definition 14.1.10 amended for clarity.</p> <p>7. No change.</p> <p>8. Amended.</p>

a20	<p>1. For bonfires, I would outlaw the burning of non-organic materials (such as plastics or other synthetic materials), as these produce toxic and objectionable smoke.</p> <p>2. I don't really understand why a plot holder should not be allowed more than 1 fruit cage (this doesn't apply to me, I just question the principle), since some people may want to grow a lot of fruit. I have a brassica cage (to prevent pigeon attacks on large brassicae such as sprouts and sprouting broccoli). Would I be prevented having a fruit cage, if I wanted one, or more vegetable cages? What would be the difference between a fruit or a vegetable cage?</p> <p>3. Re organics; I think people should who use non-organic pest or disease control should be prohibited from allowing such to go onto any neighbouring plot (eg, ensure any spraying in windless weather and don't spray any boundary areas between plots). Section 9.3 says that people must use any 'appropriate' pest and disease control. I think it should be made clear that no plotholder should be required to use any non-organic method of control.</p> <p>4. Re huts: why is their colour to be restricted? I only use green myself, but would not have any objection to others having brightly-coloured or decorated huts.</p> <p>5. The rules about dogs say they need to be controlled, but I think this should be strengthened to say they should be on a lead at all times. A plot-holder may believe that their dog would not stray beyond the boundaries of their plot, but, without being on a lead, they could not ensure this.</p>	Bonfire, Fruit cage, Inorganic, Sheds, Pets	<p>1. Amended.</p> <p>2 Amended.</p> <p>3. No change.</p> <p>4. Colour black added.</p> <p>5. No change following national guidance.</p>
a21	<p>1. Bonfires are necessary but the plotholder should also consider the neighbours outside the allotment fence.</p> <p>2. Trees should be of up to 6 foot high and bought of stock that limits to that height or less. The plotholder should be able to show to the Council Allotment officer the specification of the tree if bought from a supplier.</p> <p>3. Fruit cages. There seems a prejudice against them. It is unnecessary to restrict them. Why? Are they ugly - no. Do they improve yield - yes. And is that Council Food Strategy Policy - I suspect yes. Do they cause lots of shade for the neighbours - no. I want to have several fruit cages as I want to grow lots of fruit so is this an unreasonable restriction - yes.</p> <p>4. Composting. A large plot produces lots of compost that needs rotating so extra bins. I have an invasive weed - Equacetum - coming in from outside the perimeter fence so keep the compost form the weedy part separate. NO ONE BUYS A COMPOST BIN</p>	Bonfire, trees, fruit cages, compost	<p>1. Amended.</p> <p>2. Amended, new fruit tree to be on dwarf stock only.</p> <p>3. Amended.</p> <p>4. Amended.</p>
a22	<p>1. I don't agree for building big vegetable cages.</p>	Cages	<p>1. Amended</p>
a23	<p>1. The restriction on compost bin is not great as green waste can take 6-9 months to rot down properly!</p>	Compost	<p>1. Amended</p>
a24	<p>1. No, I think this is fine although I am not sure there is a need to have a restriction on number of compost bins?</p>	Compost	<p>1. Amended</p>
a25	<p>1. Given that composting is encouraged I don't understand why no more than 3 compost bins - perhaps this could be explained.</p>	Compost	<p>1. Amended</p>
a26	<p>1. Not sure why only 3 compost bins. It can take at least 2 years for woody stuff to break down. Need to encourage people to compost not put it in the bin or dump it outside!!</p>	Compost	<p>1. Amended</p>
a27	<p>1. I am concerned about the compost restrictions. nmy site there are communal compost bins but these are only enough ofr overflow-however many plotholders have no compost bins ontheir plot and dump it allaround communal area, often mixed with rubbish. So rather than restricting number of bins to 3 I would enforce a minimum of one or two per plot.</p>	Compost	<p>1. Amended</p>
a28	<p>1. Compost bin restrictions are too small. I currently have 5 bins as 3 have compost at different stages, one has manure which is maturing, and one has leaf mould which is not ready yet. Also if you have only very small bins you would need a lot more than 3.</p> <p>2. Bonfires: the regulations need to specify to not burn under any circumstances plastic or other potentially toxic waste. People do this at Saughton a lot.</p> <p>3. What counts as a fruit cage? Limiting to one is fine if it's very big, but you might have small fruit e.g. blackcurrents at one end of the plot, and raspberries at the other, in which case you would need two small fruit cages. How about a limit to the percentage of the plot under fruit cages instead e.g. not more than 20%?</p> <p>4. Fruit trees: glad to see casting shade a good criteria, though perhaps a maximum height could also be added e.g. 12 feet. What about nut trees e.g. Hazels? Could something be added about preventing spread of fruit and nut root stocks? I have loads of suckers from next door from the root stock of fruit trees, and also from Hazel trees marching into my plot which are a pain to try and dig out.</p>	Compost, bonfires, fruit cage	<p>1. Amended.</p> <p>2 Amended.</p> <p>3. Amended.</p> <p>4. Amended.</p>
a29	<p>1. Restricting to 3 compost bins without any indication of size seems daft. You could have more than 3 smaller ones or 3 huge ones. Why should composting be restricted?</p> <p>2. Also why just one fruit cage (no size given), you may want more than one on different areas of the plot, I don't see why this is an issue.</p>	Compost, Fruit Cage,	<p>1. Amended.</p> <p>2. Amended.</p>
a30	<p>1. Section 14.1.2 - I suggest the regulations also specify that tenants must give due consideration to neighbouring properties before lighting a bonfire</p> <p>2. Section 14.1.3 - compost bins should not be restricted to 3 per plot because tenants should be encouraged to compost as much material as possible. Leaf mould for example needs to be composted for 2-3 years before use so extra bins may be required.</p> <p>3. Section 14.1.5 I can see no reason to place a restriction on the number of fruit cages particularly on sites where birds are a real nuisance.</p>	Compost, Fruit cage, bonfires	<p>1. Amended.</p> <p>2. Amended.</p> <p>3. Amended.D94</p>

a31	<p>Too restrictive on:</p> <p>(1) number of compost bins;</p> <p>(2) number of fruit cages ;</p> <p>(3) limitations on "structures" of any kind;</p> <p>(4) colours of paint for sheds;</p> <p>(5) pest control (e.g. Foxes, badgers, slugs).</p>	Compost, fruit cage, shed, structures, pest	<p>1. Amended.</p> <p>2. Amended.</p> <p>3. Amended.</p> <p>4. Amended.</p> <p>5. No change.</p>
a32	<p>1. I do not understand the 3 compost bin rule. As no size definition is given this could be 3 very small or very big bins. What is the concern? Too much compost?</p> <p>2. I also do not understand the fruit cage rule. Why not grow lots of soft fruit and why not have this divided into two areas?</p>	Compost, fruit cage, shed, structures, pest	<p>1. Amended.</p> <p>2 Amended.</p>
a33	<p>1. Three composting containers is too restrictive as many plot holders already have more than three of the plastic 'dalek' type containers. Several of these containers can still cover less area than three purpose made wooden composting bays.</p> <p>2. I am of the opinion that polytunnels on allotment sites should not be allowed as they cause surface water run off /flooding and overshadowing onto adjacent plots. They are also unsightly and often built bigger than the guidance outlines. Enforcing the 'new Regulations would be very difficult for one Allotment officer particularly after the event when the polytunnel structure has been built and money invested.</p>	Compost, polytunnels	<p>1. Amended.</p> <p>2. No change.</p>
a34	<p>Some of the definitions appear rather arbitrary. 1. Why only three compost bins? Does it matter what size?</p> <p>2. Why only one fruit cage? What if you want to only grow fruit? Does size matter?</p> <p>3. Why can sheds only be defined colours?</p>	Compost, Fruit Cage, Sheds	<p>1. Amended.</p> <p>2. Amended.</p> <p>3. Amended.</p>
a35	<p>1. Opposed to large areas of concrete.</p> <p>2. Think bee-keeping should be allowed.</p> <p>3. Fruit trees should be allowed, other trees probably not.</p> <p>4. Bonfires only if not causing a nuisance.</p>	Concrete, bees, bonfires	<p>1. No change.</p> <p>2 No change.</p> <p>3. Amended.</p> <p>4 Amended.</p>
a36	<p>1. I was a bit unsure of 14.1.5 which said, only one fruit cage per plot because some fruits like raspas need their own space.</p>	Fruit Cage	1. Amended
a37	<p>1. Fruit cages come in different sizes, you may have 2 smaller ones or one VERY large one</p>	Fruit Cage	1. Amended
a38	<p>1. 'Fruit trees' - OK if it includes any bush or tree with edible fruit e.g. buckthorn. Fruit cage - depends on size. Might need two smaller separate areas netted.</p>	Fruit Cage	1. Amended
a39	<p>1. I did think it was strange that it said only 1 fruit cage because what if you wanted to grow raspas? They need their own space and you might want to have a cage for currants as well.</p>	Fruit Cage	1. Amended
a40	<p>1. I don't understand the rationale for the fruit cage restriction.</p>	Fruit Cage	1. Amended
a41	<p>1. 1 fruit cage per allotment seems harsh and I'm not sure what the reasoning for this is.</p>	Fruit Cage	1. Amended
a42	<p>1. Fruit cages and other crop protection is necessary and it would be difficult to restrict it to 1. 2 would be better and most plots have more than 1 anyway. What will you do about existing structures that don't meet the guidelines?</p>	Fruit Cage	1. Amended
a43	<p>1. Restriction to one fruit cage is unnecessarily pedantic</p>	Fruit Cage	1. Amended

a44	<p>1. It makes little sense to limit to one fruit cage but not state a maximum size, unless you intend that people's whole plot could be enclosed in a fruit cage.</p> <p>2. Who gets to decide, and how, whether a site is designated organic?</p> <p>3. A fire with nothing except matter from the plot means that paper, card and firelighters may not be used for getting fires started.</p> <p>4. A final warning letter should be the third letter sent (after two enforcement letters along with the applicable period), not after three enforcement letters i.e. making the final warning the fourth letter.</p> <p>5. The idea of fruit trees not casting shade is a nice idea, but probably impossible to completely achieve on the majority of plots due to the very low sun in Winter. Shed location is another, arguably more problematic, cause of shade. This should be an added criterion, along with size of shed.</p> <p>6. Regarding water, perhaps rainwater collection should be encouraged, in addition to saving water. Unless you want to discourage this and require only the water supplied to the site, which isn't completely clear from the wording.</p>	<p>Fruit cage, Organic, Bonfire, Warning, Fruit trees, Rainwater</p>	<p>1. Amended.</p> <p>2. No change.</p> <p>3. No change.</p> <p>4. Amended.</p> <p>5. Amended.</p> <p>6. No change.</p>
a45	<p>1. The fruit cage restriction seems a little strict. Perhaps it should be restricted by % coverage rather than a single fruit cage (which might be of any size).</p> <p>2. Dictating colours of sheds is fairly antiquated. There is no clarification on whether sheds provided by tenants come under these restrictions. Some folk consider their plots as much a garden as a vegetable plot and so a bit of creativity and free expression can surely be allowed.</p> <p>3. I can't find the section on "concrete" as mentioned under "more information".</p>	<p>Fruit cage, shed, concrete?</p>	<p>1. Amended.</p> <p>2. Amended.</p> <p>3. Amended.</p>
a46	<p>1. 14.1.5 Fruit cages: Tenants must not have more than one walk-in fruit cage on the Allotment Plot.</p> <p>2. 14.1.8 Insert 'at the [INSERT DATE]' after 'organic'.</p> <p>Insert new sentence: 3. 'After the [INSERT DATE] a non-organic Allotment Site cannot be designated as organic without the agreement of the majority of the Tenants and such agreement shall guarantee a reasonable transition period.'</p> <p>4. 14.3. Tenants shall not remain or allow visitors to remain overnight on the Allotment Plot.</p>	<p>Fruit cage, Grammar/syntax</p>	<p>1. Amended.</p> <p>2. Amended.</p> <p>3. Amended.</p> <p>4. No change.</p>
a47	<p>1. For hedging that's being used "for the protection of crops" there should be additional stipulation that hedging cannot shade neighboring plots and if it does then it must be removed. There's already precedence for this in the wording about fruit trees.</p>	<p>Hedging</p>	<p>1. Amended. See 14.1.4.</p>
a48	<p>1. I want to say I'm only opposed to livestock on allotments because it can be dangerous to the animals.</p>	<p>Livestock</p>	<p>1. No change.</p>
a49	<p>1. Livestock: I don't keep or intend to keep livestock or poultry, but I think this might be ok in some cases e.g. chickens on sites that are not too close to homes, subject to meeting SSPCA welfare requirements etc. So I would oppose a blanket rule on this.</p>	<p>Livestock</p>	<p>1. No change.</p>
a50	<p>1. 9.3 - Council Pest Control should be responsible for pest control. Poison too dangerous for acceptable wildlife (foxes, hedgehogs, birds, insects etc.). Regulation and control needed.</p> <p>2. 11.4 - this should not include perimeter fences, which should remain Council responsibility.</p> <p>3. 14.1.1 - Barbed wire on perimeter fences not mentioned. Improves safety and security for plot holders. Agree unacceptable on internal fences.</p> <p>4. 14.1.3 - I would say three compost bins is the minimum required for composting. Bins are usually sited in areas unsuitable for cultivation.</p>	<p>Pest, Fencing, Barbed wire, compost</p>	<p>1. No change.</p> <p>2. Amended. See 11.4.</p> <p>3. No change. See 14.1.1.</p> <p>4. Amended. See 14.1.3</p>
a51	<p>1. Organic should also require not using inorganic fertilisers/only allowing organic fertilizers and manures</p> <p>2. Fruit cages should be fully allowed as there are lots of birds causing damage and loss of fruit</p> <p>3. Agree trees should not be allowed to be tall.</p>	<p>Organic, Fruit cage, Tree height</p>	<p>1. No change. See 14.1.8.</p> <p>2. Amended. See 14.1.5.</p> <p>3. Amended See 14.1.11.</p>
a52	<p>1. There should be a definition of the term "organic" based on scientific principles; it needs to be approved by authorities such as The Soil Association and Gardenorganic.org.uk</p> <p>2. Fruit cages- is there a need to insist on only 1.</p> <p>3. No need to insist on colours for sheds?</p>	<p>Organic definition, fruit cage, shed</p>	<p>1. No change.</p> <p>2. Amended. See 14.1.5.</p> <p>3. Amended. See 14.1.6 colour range expanded.</p>
a53	<p>1. Use of sprung traps ostensibly for vermin have been catching birds. These should be banned from allotment sites.</p> <p>2. Disposal of rubbish can be a problem, in particular material which cannot safely be burned on bonfire .</p>	<p>Pests, Rubbish</p>	<p>1. No change. Procedures on vermin control will be agreed with the Council Pest Control Service.</p> <p>2. Amended. See 14.1.2</p>
a54	<p>1. Some concern with dogs being allowed on site. I appreciate that for most dog owners their dog is an important companion but I think regulations should emphasize to owners it's their job to make sure the dogs never stray from the owners plot.</p>	<p>Pets</p>	<p>1. No change. See 12.2 - 12.5.</p>

a55	1. I'm not sure what AU restrictions refers to but if it's the general accumulation of rubbish(wire, glass, old frames, bits of rotten wood etc) that happens on many plots then I'm in favour of these -I've had to clear a substantial amount of rubbish from both the plots I've tended!	Rubbish	1. No change. See 14.1.10.
a56	1. The colour of sheds etc seems a bit proscriptive . 2. And I wish someone had taken action about previous holders of my plot as there are 2 holly trees with large roots that I am toiling to remove- and they must have been present for MANY years.	Shed	1. Amended. See 14.1.6. 2. Amended. See 14.1.11.
a57	1. 14.1.6 presumably the colour restrictions refer only to circumstances where a 'standard shed' has been provided. Otherwise too restrictive and banal.	Shed	1. Amended. See 14.1.6.
a58	1. I would like to be allowed a shed at barons Court	Shed	1. No change. Conditions following consultation excluded individual sheds.
a59	1. I think sheds should be multicoloured not boring colours :)	Shed	1. Amended. See 14.1.6.
a60	1. Requiring council permission for sheds seems overly onerous if local association agrees to size, etc. 2. Disagree with restriction on shed colour! 3. Sometimes fences are useful to delineate space and against neighbour weeds and see no problem with border fences	Shed, fencing	1. No change. 2. Amended. See 14.1.6. 3. Amended. See 14.1.4.
a61	1. Yes. Some are petty.eg colour of shed. 2. One fruit cage. 3. Size of greenhouse	Shed, Fruit cage, Glasshouse	1. Amended. See 14.1.6. 2. Amended. See 14.1.5. 3. Amended. See 11.
a62	1. Shed colour restriction - range a bit restricting. Why not black, the most neutral of all "colours"? 2. Trees - will this be retrospectively applied? On our site there are a few big conifers, a sizeable ash and holly and a couple of elders. Will this policy be strictly applied?	Shed, Trees	1. Amended. See 14.1.6. 2. Amended. See 14.1.11. However, if a tree becomes a nuisance removal will be required.
a63	1. Trees are an issue on some sites. 2. What if the site holder is not capable to do the removal work. Does the Council have a contingency for this?	Trees	1. Amended. See 14.1.11. However, if a tree becomes a nuisance removal will be required. 2. No change. Contractor will be employee and the tenant recharged.
a64	1. You state that the only trees to be grown are fruit tree. I agree with this - in principle. But what about bushes? For instance, I have a sour cherry and a flowering (not fruiting) recurrent - both provide early pollen for and attract the insects. Will I be able to keep these? 2. Also - no where is there anything about the size / height of the trees. Our neighbour has a huge apple that massively overshadows us. We've done all we can to cut it back on our side - but they aren't touching it on their side. It is massive and needs addressed. A clear statement of how big a tree can get should be included, and it needs to be realistic.	Trees	1. & 2. Amended See 14.1.11. However, if a tree becomes a nuisance removal will be required.
a65	1. Restriction on all trees being fruit trees will affect biodiversity. Some trees such as holly encourage winter feeding birds. Bee hives should be encouraged.	Trees	1. Amended See 14.1.11. However, if an existing tree becomes a nuisance removal will be required.
a66	1. I am not sure about the tree definition - a cherry tree can provide food for the birds and shade - I hope it is counted as an acceptable tree	Trees	1. Amended See 14.1.11. However, if an existing tree becomes a nuisance removal will be required.
a67	1. I have concerns about existing trees that are not fruit trees. From a biodiversity point of view I think any non fruiting trees that are not causing annoyance or nuisance should be managed by the plotholder. Then in time, if the tree has to be removed, any replacement should only be a fruit tree.	Trees	1. Amended See 14.1.11. However, if an existing tree becomes a nuisance removal will be required.
a68	1. Agree with all but trees. I have been an allotment holder at Chesser for 20 years and inherited a holly tree in one corner of my plot and neighbouring plot has a holly and hawthorn of similar vintage. The birdlife they attract would be a great loss. Also a neighbour a few plots along has a mature lilac which wafts delicious scent on a warm early summer evening. I do appreciate the clause is included to prevent all the issues that can arise as trees mature, shading neighbouring plots, roots and volume of leaf drop in autumn etc - and by having this restriction included there is a clear direction to all plot holders about what trees should be planted and grown. However I would be sad to loose the small trees that are around the allotments. Yes we do have magnificent trees around the boundaries of the Chesser plot - but I will still miss the birds that visit my plot.	Trees	1. Amended See 14.1.11. However, if an existing tree becomes a nuisance removal will be required.
a69	1. Nuisance refers only to Tenants. Visitors, those acting as informal sub Tenants, and others who have access to Sites for projects or other uses may be as guilty of being a nuisance. 2. The Regulations do not refer to the action the Council will take or the speed of action if there are complaints.	Visitors	1. Amended. See 14.1.7. 2. No change. The Council has a recognised dispute mechanism ending with the Local Government Ombudsman.
a70	1. Consideration might be given to stronger wording on how plot holders deal with waste. I.e not dumping weeds in landfill bins or throwing them on the leaf clamps; not leaving waste materials lying around in other parts of the site (while it appreciated that some prefer to leave materials that they think others may be able to use - such as glass, old pots, etc - in the majority of cases it just ends up littering the site.	Waste	1. No change. See 14.1.3 & 14.1.10
a71	1. Stricter rules for what goes in bin, there should be no weeds these should go on plot compost. Bin is full as soon as it's empty	Waste, Compost	1. Amended. See 14.1.3.
o1	1. Bee keeping should be actively encouraged.	Bees	1. No change. Bees permitted provided conditions are met.

o2	<p>1. Tenants should be encouraged to keep bees on allotments if they wish. This is in line with the essential nature of bees as pollinators and their endangered status in the current ecological crisis.</p> <p>2. The establishment of a successful apiary at the Bridgend Allotment is testimony to the acceptance of apiary sites, and the benefits both agricultural and educational to the allotment holders.</p>	Bees	<p>1. No change. Bees permitted provided conditions are met.</p> <p>2. No change.</p>
o3	<p>1. It would be good if there is a process for plot holders to request a smaller plot. I can see a time when I'll find my existing plot too much but not be ready to give up the enjoyment I get from my plot.</p> <p>2. I'd like to see responsible bee keeping being encouraged on allotment sites. With agreement from the site association, as hives need careful positioning away from the public.</p>	Plot requests, Bees	<p>1. No change. Requests for smaller plots handled as an operational issued.</p> <p>2. No change. Bees permitted provided conditions are met.</p>
o4	<p>1. Keeping bees on allotment sites. A third generation beekeeper in edinburgh has mentioned putting hives on allotment sites where suitable. The bees would contribute to the diversity of the site and the beekeeper would pay rent to the allotment with donated honey which could be shared among ploholders or sold at open days to raise funds.</p>	Bees	<p>1. No change. Bees permitted provided conditions are met.</p>
o5	<p>1. Enforcement, Termination and Extreme Circumstances also apply only to Tenants and not other people who have access to sites. Who is responsible for them? Moreover who will act when a compliant has been made?</p> <p>2. The Regulations cover minor matters such as the paint colour of sheds but not the serious issues that have affected some allotments particularly where the person is not a Tenant.</p>	Behaviour	<p>1. No change. See 12.1.</p> <p>2. No change. See 12.1.</p>
o6	<p>Glad to see that you are updating all this.</p> <p>My main concerns over the past 21 years have been:</p> <p>1) nuisance from neighbouring allotments whose tenants are only interested in using their plots for barbequing and drinking</p> <p>2) plot holders who neglect their plots - and when they get a complaint from the Council they tidy them up JUST enough to retain tenancy, only to neglect them again - and so it goes on, with no real interest in ever really managing the plot properly at all.</p>	Behaviour, Waste	<p>1. No change. See 14.1.7.</p> <p>2. No change. See 16.</p>
o7	<p>1. A communal composting area would be useful for those of us with half plots +not able to burn/recompost everything on the plot due to bad weather.</p>	Compost	<p>1. No change. Individual site operational issue.</p>
o8	<p>I think that these regulations are very well thought out and balance both interests among allotment holders and between sites and neighbouring properties, especially with regard to new buildings.</p> <p>A few points:</p> <p>1) Low fences are useful for separating plots, with the height perhaps determined by materials that can reasonably be used for this purpose, e.g. wooden pallets.</p> <p>2) while three compost bins are sufficient for allotment waste, there are environmental benefits from supplementing these with, for example, wormeries for food waste, leaf mould cages, or buckets for drowning perennial weeds. I think these should be permitted in addition to traditional composting.</p> <p>3) A number of plots at my site have structures that exceed the size set out in these regulations, I think it would be unfair to apply this part of the new regulations retrospectively.</p> <p>4) I strongly support the Council requiring tenants to maintain buildings, having seen some obviously dangerous structures in my own site that new tenants have had to dismantle.</p>	Compost, Structures	<p>1. Amended. See 14.1.4.</p> <p>2. Amended See 14.1.3.</p> <p>3. No change. No retrospective application.</p> <p>4. No change.</p>
o9	<p>1. Cultivated... In winter very little grows so common sense needs to reign, but keeping it tidy and weed free in winter should be much more enforced.</p> <p>2. There are too many plot holders given plots they can't manage, those who do little do not get regulations enforced, paths are not clear for emergency services, etc. Folk need reminding of rules.</p>	Cultivation	<p>1. No change.</p> <p>2. No change. See 16.</p>
o10	<p>1. It would be good if council could be more proactive with plots not being looked after. Paths left to grow wild.</p> <p>2. Or trees getting too tall. Depending on the specific association to help is pretty fruitless.</p>	Cultivation	<p>1. No change. See 16.</p> <p>2. No change. See 14.1.11.</p>
o11	<p>1. The cultivation requirement is somewhat unclear, as it does not define what is meant by "cultivation". It is my opinion that "cultivation" should include the production of green manures, and a fallow area as part of a rotation or for weed management. Whatever definition of "cultivation" is used should not prejudice the use of no-dig methods.</p>	Cultivation	<p>1. Amended. Cultivation definition added 2. (xv).</p>
o12	<p>1. actually all seems fine though perhaps have a degree of flexibility for circumstances beyond ploholders control such as flooding or unusually bad weather in regard to 75% rule of use - with the heavy rains we've had in the last year (2019 when there's been, apparently 50% more summer rain than usual years) I've (and most surrounding ploholders) left some beds covered up as planned crops would not survive such inclement weather.....though I've countered that somewhat by planting winter crops, extending the growing season to most of the year now.</p>	Cultivation	<p>1. No change.</p>
o13	<p>1. I have been involved in a Warriston plot since 1964 and the whole area of the plots has never been such a neglected mess as it is now. I often wonder why 75% of the people have a plot.</p>	Cultivation	<p>1. No change.</p>

o14	1. I think each allotment Committee should be given greater permission to regulate those individual members. I also think that they often know more about what is going on there and who the members are who are not 'pulling' their weight or misusing the plot for whatever reason.	Cultivation	1. No change.
o15	1. 'Cultivated' ought not mean 'for food'. Other useful plants, such as willow for wicker, dye plants and flax for yarn - and flowers - should be considered on a par with carrots, plums and cabbages.	Cultivation	1. No change.
o16	1. Some problems with sites not being worked for long periods, presumably because of illness. Could these be 'shared' for a while until it is evident whether the owner can cope? Otherwise the plot is in a really bad state when taken over.	Cultivation	1. No change. Operational issue.
o17	1. If the percentage of cultivation allows for fallow ground being tilled the 75% is reasonable	Cultivation	1. No change.
o18	1. We (I) did go to an allotment consultation, many years ago. We felt nothing came of it. As there is a shortage of allotments in Scotland, as to the head of population, we felt that not enough energy is put into moving people on if they are not cultivating their allotment. I know this seems draconian but after 10 years we have finally got an allotment, but the last owner was using about 5% of the plot. When I asked around I said "I seemed to be digging land that had not been dug for 15 years." Everyone said "yes that's about right". I feel this goes on a lot. Thank you for your patience in reading this!	Cultivation	1. No change. See 16.
o19	1. There needs to be strict enforcement - we have a lot of plots that are not in good order. If people are ill that is to be taken into account but if they can't maintain their plot then they should be asked to give it up as it just gives new people more work to do. Ill people could be put on a list and be considered for a new plot if their health improves. There is no reference to allowing other people who are friends of an ill plotholder to assist - if this does happen it will not give them any rights to access to a vacant plot on the site. 2. It should be possible to ask someone to maintain your plot while you are on holiday and allowing them to have access to your key is acceptable. If this happens that person is subject to the regulations.	Cultivation	1. No change. See 16. 2. No change. See 12.
o20	1. It is always difficult sharing space and keeping everyone happy. However I have concerns about how much is being lost in the way many newer plots are full of imported hard landscaping and a huge part of the plot is covered with weed suppressing membranes or concrete slabs, and little earth is cultivated. Often what little area is, is raised bed filled entirely with garden centre bought compost, and the notion of adding organic matter and improving the soil gradually with home made compost etc is no longer there, large amounts of waste are generated and there is little for bees and other wildlife in the small areas for cultivation.	Cultivation, Compost, Waste	1. No change.
o21	1. The final part suggests that all losses should be borne by the individual plot holder but, in extreme circumstances, such as destruction of sheds by a third party, the council should help out. Each case brought to the Council's attention needs to be assessed on an individual basis; especially if there is a history that can be verified..	Damage	1. No change. No resources available.
o22	1. The keeping of bees- should the council require the keepers to have 3rd party insurance? 2. Define 1 month- calendar or 28 days 3. Define Sheriff- is it the Sheriff court? The council should provide details for the complainant on how to contact them 4. Allowing dogs OK but what about Cats? They should be permitted. 5. Some plot holders have brought ferrets- to control vermin. I can't think of any other domestic animals which I would want on site 6. Composting - it would be better to remove the word "bin" and replace with "area" then define the area as no greater than 3 cubic metres e.g. 1m wide x 1m high x 3m long 7. The council should be responsible for erection and maintenance of noticeboards.	Bees, Definitions, Pets, Pets, Compost, Notice boards	1. No change. Approved Bee keeper will be required to follow national guideline. 2. Amended. 28 days to be used. 3. Amended. Definition added. 4. Amended. Definition extended to pets. 5. No change. 6. Amended. See 14.1.3. 7. No change. Operational issue.
o23	1. I think offering 50% of new allotment places to those living within 1 km of the allotment is not a good idea. Effectively you would be discriminating against those people that live >1 km from an allotment.	Eligibility	1. No change. Applies to new plots to encourage local engagement and support.
o24	1. I really object to people with gardens at home getting on the list equal to flat renters. I have allotment neighbours with gardens at home, private allotments and a council allotment while people wait 12 years. Not ok	Eligibility	1. No change.
o25	1. A 1km distance limit for initial site allocation seems too little. We live over 1km from our plot, but are able to attend easily and regularly by bike and occasionally by car. The plot is midway between our home and our children's school - other people may have a reason for not choosing the site nearest their home.	Eligibility	1. No change. Applies to new plots to encourage local engagement and support.
o26	For new allotment sites, should priority go to (1) people within 1 kilometre who have been on waiting list for any existing allotment site, followed by (2) people within 1 kilometre who weren't on a waiting list. with set % of remaining places going to (3) people on any waiting list that are prepared to travel to new allotment site.	Eligibility	1. No change. Applies to new plots to encourage local engagement and support.

o27	<p>1. Re: my response about the distance of 1km - we don't have an allotment site within 1km of our home I think so perhaps this should be slightly wider to allow for people who are looking for any plot close to home. If there were more sites that gave an even coverage over the city I would agree with a proximity priority, but there are large areas of e.g. north Edinburgh with no allotment so the proximity priority is not fair on those for whom it would still be the closest site.</p>	Eligibility	1. No change. Applies to new plots to encourage local engagement and support.
o28	<p>1. There wasn't a space for allocation of plots comments -but I strongly believe that there should be a question "do you have access to a private garden?" With such limited allotments I'm often surprised by how many people have their own garden and an allotment when there are people who don't have a garden at all on the waiting list. And perhaps people who don't have gardens should be given some kind of priority?</p>	Eligibility	1. No change.
o29	<p>1. I think that the 1k distance from allotment for 50% of tenants should be raised to 1.5k. 2. Also in 14.1.6 Sheds: It states that sheds must be treated "with water-based preservative (that has been approved by the Council for organic use) in green, brown, or cedar.". I don't see why the shed colours should be restricted to three. This seems unduly restrictive and not representative even of current shed colours.</p>	Eligibility	<p>1. No change. Applies to new plots to encourage local engagement and support. 2. Amended. See 14.1.6.</p>
o30	<p>In general, this looks like a good set of rules. 1. However, I disagree about priority being given to people living within 1 km of a site, because people who have been waiting for a long time for a plot should have the highest priority, wherever they live within the Edinburgh catchment area. Some people wanting an allotment may not actually have a site within 1 km of where they stay, and therefore may have to wait longer than people who live near sites, and this would not be fair. I think the fairest method is strictly the applicant's length of time on the waiting list. Otherwise, people living near to plots can effect queue-jump over those who have been waiting much longer.</p>	Eligibility	1. No change. Applies to new plots to encourage local engagement and support.
o31	<p>1. I think any applicants for an allotment should be asked if they already have access to a growing site and that some equitable way should be found to give some priority to applicants who do not have access to any growing space.</p>	Eligibility	1. No change.
o32	<p>I am an office holder with Saughton Mains Allotments Association, Edinburgh's largest site association. We intended a joint submission, but have been swamped by the current crisis. The comments are an attempt at a balanced view of feedback we got back from our members about what kind of position they favoured, but has not been ratified by the Committee or membership. 1. Plotters either saw the rules as far too complicated or not detailed enough, creating worry for them about whether they would be in compliance. The most frequent comment is that rule changes are all very well but that getting the enforcement right – compassionate but also timely, a difficult mix – is key. 2. In (4.8), we understand the reasons for prioritising very local residents and that the Council has no way of knowing which persons on the waiting list would wish to have a plot at a new site. However, we are concerned that the proposal will greatly disadvantage those who live in the City Centre. They are just as deserving of allotments as anyone else, and arguably, more - they have less access to garden space than those housed in the districts where new allotment sites are possible. Close residents who apply for the new site will effectively bypass the waiting list. Filtering the waiting list for other sites in order to prioritise those who live within 1 km of the new site will overlook people who live within easy active travel distance and may have been waiting for nearly a decade; 3 km is nothing on a bicycle. 3. We feel that it is inappropriate for people who move outside of Edinburgh to keep their plots, and would like to see the wording in (4.10) change from "may" to "will terminate the Lease". Sadly, fraudulent tenancy arrangements are not unknown. They cause frustration among those whose sympathies lie with those on the waiting list. Our plotters expect the Council to check addresses and tenants to the best of their ability, and manage the lists the best they can to keep the waiting times down. Given the lengths of the waiting lists, some plotters feel it would be more fair for the Council also to remove the second plots for residences that have two. 4. We would like to see checks on the Council's powers when a plot is left in an unlettable state. As written, (17.8) allows the Council to spend an unlimited amount of a plotter's money to rectify their plot against an unspecified list of deficiencies. As an Association we are very grateful to see efforts to improve on the current situation, but this approach is reminiscent of the tenement statutory repairs scandal, and could cause the Council future difficulties. Plotters must be given some idea of what charges they will face and a chance to carry out the works themselves, despite the inevitable delay this will cause. We note that in theory, the plots of problematic tenants could be relet three months after the first letter. Swift enforcement would be very helpful in keeping plots from becoming unlettable, although we recognise that it is not always possible where there are mitigating circumstances. 5. (14.1.3) and (14.2) read oddly together. Presumably Site Associations are only allowed to make rules that are more restrictive than those of the Council, not more liberal – but then it isn't clear why 14.1.3 mentions this possibility. 6. (11.1 and 11.3) We think the shed rules will create too much work for the Council and could lead to uneven enforcement if delays mean tenants end up applying for retrospective permission. It would be better to come up with written guidelines than leave it up to individual negotiation. If it isn't possible to do that across the portfolio, it could be something that the various associations need to agree with the Council. As it is, it isn't clear who to contact, what information is required, and how long to wait for a response. Also, plotters would struggle to recognise the traditional site aesthetics for Saughton Mains. It would be better if structures only needed to conform to aesthetics that had been explicitly written into guidelines, presumably by the Site Associations and as part of their rules. Existing structures could need to be taken down on the grounds of size or safety, but they should not be tested against new aesthetic criteria.</p>	Eligibility	<p>1. No change. 2. No change. Applies to new plots to encourage local engagement and support. 3. Amended. See 4.10. 4. Amended. See 17.8. 5. Amended. See 14.1.1 & 14.1.2. 6. Amended. See 11.1.</p>

o33	<p>1. I have an objection to the section on Allocation of Plots, in that it does not make clear how this is to be achieved. My experience is that: plot holders share plots with others who then may 'take over' the plot; plot holders rent out their plots when they feel they can't cope; someone on the waiting list for 8 years found that a relative-in-law got an allotment on the same site within six months of moving to Edinburgh. If the regulations exist, then they need to be monitored, and there needs to be the possibility of action against plot-holders who circumvent the regulations. My experience also suggests that individual allotment associations accept or turn a blind eye to inappropriate allocation.</p> <p>2. Also, the requirement to prioritise people within 1 kilometer of an allotment needs to be changed. I am more than that distance from the two nearest allotments, and there must be many other Edinburgh residents in a similar position.</p> <p>3. I have said that I agree with the section on acceptable use and with the requirement to have 75% given over to produce. Similarly to my comment above, I'd like to see this monitored and acted on. I see allotments which seem more like gardens, allotments which aren't looked after, sheds larger than specified, and no-one acts. There seems no point in having these regulations if they aren't monitored and if there is no action taken.</p>	Eligibility, Cultivation	<p>1. No change. Allotment are allocated on a first come basis.</p> <p>2. No change. Applies to new plots to encourage local engagement and support.</p> <p>3. No change. Enforcement limited by resource.</p>
o34	<p>1. To make allotments available to those that need them most, there should be some further rules. For example, rather few plot-holders are from areas of deprivation - most are from well-to-do middle class backgrounds. Related to this, there ought to be a statement about allotments being available to all, irrespective of age, gender, religious orientation - to encourage diversity and foster an inclusive community spirit.</p> <p>2. Many new ploholders lack knowledge/experience/skill and therefore their plots are unproductive. There should be education/courses/certificates of competence.</p> <p>3. Parag 4.5: 'Where the Council makes an offer...and it is refused...applicants may be removed from the waiting list'. There should be a clause about the plot on offer having been prepared so that it is in good order, not weed infested. I think this proviso is in the Act.</p> <p>4. What is the length of the Lease? Until death?</p>	Eligibility, Cultivation	<p>1. No change. Allotments are open to all.</p> <p>2. No change. Operational issue.</p> <p>3. No change. The requirement of the Community Empowerment (Scotland) Act are not required to be repeated within the regulations.</p> <p>4. No change. Lease continues until a tenant asked for it to be terminated or they are in default of their tenancy agreement.</p>
o35	<p>1. - I think the idea of 50% of plots being offered to those within 1 km is unfair and disadvantages those who live in the city centre (who are also least likely to have a garden) and are not particularly near any sites, while other areas have more than one site close by (e.g. Saughton, Carrick Knowe).</p> <p>2. - I don't see the rationale behind only allowing one fruit cage. What's the problem with a couple of smaller ones? Also, what's the definition of a fruit cage? We have made a timber frame with some netting over it to cover our fruit bushes. Is that a fruit cage?</p> <p>-3. Termination procedures are always problematic, as there are definitely people who "play the system" and do the bare minimum after the 3rd warning, then the case is closed and they go back to not bothering. But don't want to penalise those who are struggling and have a genuine reason. Maybe once the case is closed, they could be put on "probation" with a commitment to continue maintaining the plot, otherwise they go straight back onto final warning.</p>	Eligibility, Fruit Cage, Warning	<p>1. No change. Definition applies to new sites to encourage local engagement and support.</p> <p>2. Amended. See 14.1.5.</p> <p>3. No change.</p>

<p>o36</p>	<p>1. I strongly object to the proposed plot allocation method on equality grounds. Existing allotment sites are already unevenly spread around the city with a bias towards being away from the city centre where demand is highest. New sites will doubtless increase this bias, given the lack of availability of land. This proposal discriminates against people in the city centre and I would like to see the % local should be removed entirely. If you insist on maintaining it (and I understand that it ticks boxes around community cohesion) then 4.8 should propose EITHER up to 25% to people within 1km, or (preferably) 50% within 3km. An allotment site can build its own community, especially if it has a site association that takes care to foster goodwill in the neighbourhood as well as amongst plotholders.</p> <p>2. I strongly agree to the size restrictions on structure, especially as plot size is generally shrinking. However to limit the restriction to new structures is discriminatory and could be challenged under the Equalities Act. People currently exceeding the limit should be given an appropriate period of grace to be brought into line with the legislation. The allotment enforcement and termination procedure is fine in terms of what it does, but poorly drafted. At the very least bring them together into one section, as they are linked as currently defined.</p> <p>3. I think an additional regulation is needed for normal termination of lease, where the plotholder choses to leave. This should include the requirement to terminate if someone moves to live outwith the council area. Comments relating to Q7</p> <p>4. I don't think you should discount space used for sheds, in-plot paths, greenhouses, and polytunnels. I worry that for some, an allotment is more about having a surrogate garden than for producing food, and this would tempt people to cover their plots with structures. I don't think 11.1 is strong enough to prevent this happening so think the cultivation percentage needs to be 75% or even higher to deter this.</p> <p>5. Overall, I am in support of these regulations, though am disappointed that the consultation has been done last-minute not through an iterative process over time, as this could have helped iron out some inconsistencies which I fear might backfire on the council.</p> <p>6. Having read Part 9 of the Community Empowerment Act, I can see it presents particular difficulties for a densely populated city with skyrocketing land values like Edinburgh where demand for allotments far outstrips the ability to supply There is a strong rational for CEC to impose requirements that are stronger than as stated in the Act, in order to comply with the spirit of the Act, as well as the Equalities Act 2010, and additionally support its Food Growing Strategy.</p> <p>7. I think Section 4 in particular warrants further work in this regard. For example to correct where one person holds two plots, where a plotholder has a plot larger than 250m2, or where people of one residence currently have 2 plots.</p> <p>8. 4.2 and 4.4. From what I can see there the current application process does not ask that state their preferred size of plot. This will have to be corrected for the regulation to be implemented. (Incidentally, I also note that the council's privacy statement is articulated for people on the Waiting List, and that there is currently no privacy statement for tenants.)</p> <p>9. 4.10 Strengthen 'may' to 'will'.</p> <p>10. Section 4 would benefit from the addition of a regulation dealing with how applications for plots on several sites are dealt with fairly and equitably.</p> <p>11. For the same reasons, I think 2.6 (about conflict between the CEA2015 and these regulations) should be removed.</p>	<p>Eligibility, Size</p>	<p>1. Amended. See change in radius to 2 km.</p> <p>2. No change.</p> <p>3. Amended. See 4.10.</p> <p>4. No change.</p> <p>5. No change.</p> <p>6. No change.</p> <p>7. No change. Individuals with more than one plot relates to a few individuals and is a historic feature of the service.</p> <p>8. No change. Prefer plot size is determine at allocation time.</p> <p>9. Amended. See 4.10.</p> <p>10. No change. Allocation is an administrative process only.</p>
<p>o37</p>	<p>1) I strongly disagree with the policy about the distribution of plots for new allotment sites. My main issue with it is that I feel plots should be distributed on a first come, first serve basis with no regard for that resident's home location. The reason for this is that most allotments are in the outer areas of the city, so if you live in the center where there are no options within one kilometer of you then you are likely to be passed over.</p> <p>2. The other problem with this policy is that it fosters an aggressive attitude within some sites. Within our own site, there are certain local residents who feel the site is for</p>	<p>Eligibility, Warning</p>	<p>1. No change. Definition applies to new sites to encourage local engagement and support.</p> <p>2. No change.</p>
<p>o38</p>	<p>10.2 Omit 'is' and Add 'are'.</p>	<p>Grammar/syntax</p>	<p>1. Amended. See 10.2</p>
<p>o39</p>	<p>1. In Section 4.5 it states that if you are on the waiting list and a half plot comes up, and you are offered and accept it, then you are taken off the waiting list. However, in the last agreement with the Council, it was agreed to the principle of half plots, but on the proviso that should a new cultivator be offered a half plot and do well on it, they were to be offered the next full plot that came up, if that was what they wanted. This new proposal takes that a stage further by removing that possibility for the reason that -</p> <p>2. in S.4.5 if you are offered a half plot and you accept it, you are removed from the waiting list and can never get a full plot. If you want a full plot you have to decline the offer of a half plot in order to stay on the waiting list and hopefully get a full plot.</p> <p>If the definition of an Allotment plot is changed as in Question 1 then it will become impossible for anyone on the waiting list to obtain a full allotment plot as they are defined at this time.</p>	<p>Half plot</p>	<p>1. No change. The regulation reflects the requirements within the Community Empowerment Act.</p> <p>2. Amended. See 4.6.</p>
<p>o40</p>	<p>1. Can I ask if there is any consideration to be given to family taking over a plot if anything happens to a tenant. For example my brother and his partner have been helping me on my plot for over 15 years and we always share the produce. They have both put a great deal into helping on the plot and we think of it as belonging to all of us. If anything was to happen to me I would like to think they could continue.</p>	<p>Inheritance</p>	<p>1. No change. However joint tenancy can be made.</p>
<p>o41</p>	<p>1. Inheritance of plots has been omitted, from the original draft regulations, some allowances should be made.</p> <p>2. 1 plot per residence is unfair and biased against the married state, you are discriminating against married couples see section 4.11</p> <p>3. Who sets the standard for inspection of plots, the current method is subjective, based on a "do not disturb, and we do not want trouble" approach. Will the same standards be applied for each site. Inspections should be by the plot holders and the Council issue the letters as the landlord. How is the Sherrif's Office going to be involved, this could be costly to both parties</p>	<p>Inheritance, Eligibility, Cultivation, Sheriff</p>	<p>1. No change. However joint tenancy can be made.</p> <p>2. No change.</p> <p>3. No change.</p>

<p>o42</p>	<p>1. There is no provision for passing a plot on within a family. The 2012 draft had this in as long as the inheriting family member was on the waiting list.</p> <p>2. I'm concerned that unlettable plots will be offered and rejected. This would put the applicant off the waiting list and they'd have to start again. (4.5)</p> <p>3. If there are 2 people in the same residence (say, a house of multiple occupancy or a flat share) who are not in a relationship, can the second person not have an allotment? (4.12)</p> <p>4. Is it intended to have varying rents from site to site? (5.1: "level of rent for each...site).</p> <p>5. Is it intended to have a sliding scale of rent related to size of plot? This would get complicated. (5.2.4)</p> <p>6. Is it intended that Site Associations get involved in boundary disputes? They may give advice, but they should not get involved in decisions because of repercussions. (6.3)</p> <p>7. Is it intended that the size restrictions on structures be applied retrospectively? (11.3)</p> <p>8. With regard to the upkeep of boundary fences, I hope this will not include perimeter fences. (11.4)</p> <p>9. Dogs on sites should be on a lead. (12.2)</p> <p>10. The size of fruitcages should perhaps be specified. Once there was a whole plot on Warriston that was covered by a huge fruitcage. Have you thought of that? (14.1.5)</p> <p>11. It's a shame the range of colours for sheds is so restricted. Black is the best neutral colour. At least add that. (14.1.6)</p> <p>12. Will large non-fruiting trees be removed? (14.1.11)</p> <p>13. I hope extra resource will be provided to help enforce these rules and regulations. One of the main problems in managing the allotment estate is that it is all left to one man.</p>	<p>Inheritance, Eligibility, Rents, Disputes, Sheds, Trees</p>	<p>1. No change. Waiting list administrative issue.</p> <p>2. No change. Plots must be of an acceptable standard before removal from waiting list will be considered.</p> <p>3. No change.</p> <p>4. No change.</p> <p>5. No change. Rent per plot size category are subject to Council approval.</p> <p>6. No change. Site Association will be consulted and they can chose to respond however decision will be made by the Council.</p> <p>7. No change. Only buildings constructed without permission may be affected.</p> <p>8. Amended. See 11.4.</p> <p>9. No change.</p> <p>10. Amended. See 14.1.5.</p> <p>11. Amended. See 14.1.6.</p> <p>12. Amended. See 14.1.11.</p> <p>13. No change.</p>
<p>o43</p>	<p>1. I'd support there being a level of flexibility in all these regulations (including those around the allocation of plots) to allow the allotment officer to disapply the regulations if he saw fit. There will be 101 circumstances that can't be foreseen.</p> <p>2. I didn't see anything in the regulations about inheriting plots, but I think that should be allowed by family members. Adult children can invest a lot of time and emotional attachment helping on their aged parents' plots for instance.</p> <p>3. Anything about temporarily giving up a plot (for instance if ill or going abroad for a fixed term job), and not falling back to the bottom of the waiting list?</p> <p>4. I agree with the proposed limitation on shed size, but the suggested size limit for polytunnels seemed rather small - how about saying no more than 20% of the plot may be covered by structures (including sheds, greenhouses and polytunnels)?</p>	<p>Inheritance, Temporary suspension, Shed, Polytunnel</p>	<p>1. No change.</p> <p>2. No change.</p> <p>3. No change. This will be dealt with as an administrative matter.</p> <p>4. No change.</p>
<p>o44</p>	<p>1. I think the document is rather weak on the subject of multiple tenants. Do these have to be brought on when the plot is allocated or can someone take on a joint tenancy later perhaps as the original tenant grows older? Does the new tenant have to be an Eligible Person. I don't think it says so. Or do they only have to be eligible when they get to be sole tenant. Is this a backdoor way to dodge the waiting list?</p> <p>2. What about husbands/ wives and partners. Do they need to be named as joint tenants or is there some automatic right since there can only be one plot per residence. What happens if one partner dies, the other partner has not got round to be a joint tenant but is perhaps the one cultivating the plot? I suggest that the rule should be that one needs to be a named tenant to retain the plot; but then that needs to be made clear to all.</p> <p>3. There is nothing to say what happens to a joint tenancy if one person dies or drops out. Equally, if my partner died I would want the right to continue the tenancy. If I can take on a joint tenant and drop out the next year having passed it to the joint tenant then I have made a nonsense of the waiting list.</p> <p>4. What happens to joint tenancies when partners separate?</p> <p>5. The proposed regulations talk about the council opening a new site. Something should be included to cover the closure of a site. Probably the displaced tenants should go to the top of the waiting list if still Eligible persons list.</p> <p>6. A lot of unrelated young people live in houses of multiple occupancy. If one person gets keen on gardening then another may as well. In those circumstances the one plot per Residence rule is unfair. I suggest "one plot per main residence except when the residence is an HMO in which case there shall be allowed up to one plot per unrelated person in the HMO".</p>	<p>Joint tenancy, Site closures</p>	<p>1. No change.</p> <p>2. No change. The Council needs to be informed of joint tenancy. When this has been established for less that the latest eligible tenant then no automatic transfer can be possible.</p> <p>3. No change see 2.</p> <p>4. No change. Lead tenant would take over tenancy unless otherwise agreed.</p> <p>5. Amended. See 4.13.</p> <p>6. Amended.</p>
<p>o45</p>	<p>1. I would have "strongly supported" the question about keeping livestock on an allotment if it hadn't covered bees as well -- and perhaps by implication other forms of wildlife such as hedgehogs. It would be good if there could be some consideration of wildlife needs.</p>	<p>Livestock</p>	<p>1. No change. Bees keeping is available through consent.</p>

o46	<p>1. It would be really nice for people without gardens to keep hens.</p> <p>2. Also the allotment is perfect for bees and should be encouraged on each plot. Both these statements are worded negatively. It would be better to say the council needs to give permission to keep bees. Then you could look at restricting the number of hives per area based on expert knowledge.</p>	Livestock, Bees	<p>1. No change.</p> <p>2. No change. Beekeeping is available through consent.</p>
o47	<p>1. A request to move stress should also include "regard to the cultivation and maintenance of the Tenant's current Allotment Plot".</p> <p>2. Termination should include the possibility that a tenant can terminate the lease by giving due notice and making good the plot, as in other instances of termination. Termination should also occur after death (plus a period for bereavement), so that a plot can be allocated to someone on the waiting list and not simply handed onto a family member.</p> <p>3. The proposal for allocation based on proximity to the site is understandable, but is disproportionately weighted against people living in areas of dense housing without any existing or feasible allotment sites. For example, people in Pilton or Muirhouse has high rise housing, would be difficult to maintain sufficient security of a site, and many residents would not be within a kilometer of the site. This policy position might well need an equality impact assessment on this point and others e.g. disabled tenants who need support to maintain their plot.</p> <p>4. I don't understand why the sheriff is mentioned if the council proposes to deal with all matters.</p> <p>5. It doesn't make sense to specify a maximum size of one greenhouse and one polytunnel. Either people should have to choose one or the other, or state a maximum size of a greenhouse and polytunnel combined...unless the polytunnel issue is that it is opaque and, therefore, casts more shade on neighbouring plots.</p>	Move, Eligibility, Sheriff, Shed, Poly tunnels	<p>1. Amended. See 4.6.</p> <p>2. Amended. See 17.10.</p> <p>3. Amended. See 4.8(ii).</p> <p>4. No change. The Sheriff shall be the arbitrator between a Tenant and the Council.</p> <p>5. No change.</p>
o48	<p>1. I don't think dogs should be allowed on to allotments.</p>	Pets	<p>1. No change.</p>
o49	<p>1. The only thing I would add is that dogs should be kept on leads at all times.</p>	Pets	<p>1. No change.</p>
o50	<p>1. I would prefer people kept dogs 'on leads' not just 'under control'.</p>	Pets	<p>1. No change.</p>
o51	<p>Poly tunnels should be allowed to be larger than glasshouses or sheds by perhaps an extra metre or 2. They are more temporary in nature and very useful for keeping out pests and wind, particularly in exposed sites.</p>	Poly tunnels	<p>1. Amended. See 11.2.3.</p>
o52	<p>1. None of the rules appear to be enforced anyway so it really doesn't seem to matter what rules you write. Plenty of large structures on our site that are not within the rules and are not used for growing. Also sites used solely for growing flowers and not food. The size limit for polytunnels is far too small while other plots seem to get away with the entire plot covered by a polytunnel. A reasonable size polytunnel would be 6x3 metres and if sited centrally it will not impact on neighbours plots.</p>	Poly tunnels	<p>1. Amended. See 11.2.3.</p>
o53	<p>1. I have concerns on the size restrictions for new poly tunnels. A poly tunnel serves to extend the growing season and allows cultivation to continue in what would be otherwise adverse conditions- this is particularly important in this time if climate emergency and the resultant extreme weather pattern. A poly tunnel provides an effective means to overcome these conditions and allows for ongoing cultivation, so larger structures should be allowed and indeed potentially promoted as good practice</p>	Poly tunnels	<p>1. Amended. See 11.2.3.</p>
o54	<p>1. I strongly think that plotholders should be allowed to have a polytunnel or greenhouse up to 25% of their plot size as this enables growing veg for 3 seasons . My polytunnel at Westmains site - plot 68 has been fantastic and doesnt take up more than 25% of the groundspace . Yet there seems to be such opposition to this form of growing under shelter ..</p>	Poly tunnels, greenhouses	<p>1. Amended. See 11.2.3.</p>
o55	<p>1. It is unfair that some current allotment plots have large polytunnels whereas new leaseholders are only entitled to a 2M by 3M polytunnel. There are no regulations on amount of sheds on one allotment plot. One of the plots on my allotment site has 3 sheds which casts a lot of shadow</p>	Poly tunnels, sheds	<p>1. Amended. See 11.2.3.</p>
o56	<p>1. I feel that restricting the size of a polytunnel to 2m x 3m lacks vision and sense. A 2m x 3m will be constructed from cheap and shoddy steelwork and other materials, with a tendency to suffer damaged in high winds, and to purchase one of that restricted dimension will probably be a waste of money. Most of the polytunnel manufacturing companies make robust and sturdy units, starting at 3m wide x multiples of 2m in length, with excellent wind resistance. A polytunnel differs from a greenhouse in the fact that it is a protected growing area, wherein the plants are grown to maturity inside, usually directly into the soil. A polytunnel is a permanent structure although it can be dismantled and removed in a few hours, if required. There is no glass to shatter and cause problems and no flimsy steelwork to later rust away in some corner. The polythene cover has an expected life of between five and ten years, with some lasting even more than that. I would not be happy if I was restricted to a 2m x 3m polytunnel. It is too small, and by it's very nature, too flimsy. It would be much better if a larger unit could be built, say at least 3m wide x 6m long. Shorter than this would be too short. A polytunnel will extend the growing season at both ends and will enable plotholders to grow some vegetables which might otherwise struggle to survive outside i.e. tomatoes. 2m x 3m is big enough for a greenhouse, as this is a completely different system. A polytunnel is not a cheap version of a greenhouse. see above. 2m x 3m is also big enough for a hut.</p>	Poly tunnels	<p>1. Amended. See 11.2.3.</p>
o57	<p>1. Ponds need to be mentioned with view to safety ie: restrict size and depth - I sometimes bring grandchildren with me (keen for them to learn)</p> <p>2. No refuse collection system.</p> <p>3. I may be old fashioned but regard allotments as a food growing exercise- suggest restrict area used for decorative purposes- B and Q style petunias , paving galore and so on everywhere is NOT green!</p>	Pond, Waste	<p>1. No change.</p> <p>2. No change.</p> <p>3. No change.</p>

o58	<p>1. 4.5 - disagree with refusing a plot will cause removal from waiting list. Unfair unless you intend making sure plots ARE relet in perfect, weed free condition.</p> <p>2. 4.11 - a single allotment per 'Residence' - so children or even lodgers cannot take an allotment?</p> <p>3. 5.4 - Joint Tenancy - no definition</p> <p>4. 11 - Buildings - what if the structures are there when the plot is taken over? Polytunnel size is tiny, they aren't made that small. Should water collection be mandatory off roofs?</p> <p>5. 14.1.3 Why is there a limit on compost bins? Better to encourage on plot composting over bonfires in however many composting bins you need.</p>	<p>Process, Eligibility, Joint tenancy, Poly tunnels, composting</p>	<p>1.No change. Definition as per Community Empowerment Act.</p> <p>2. Amended. See 4.11.</p> <p>3. Amended. See 2.1 (xvi).</p> <p>4. Amended. See 11.2.3.</p> <p>5. Amended. See 14.1.3.</p>
o59	<p>1. As stated before the way the council set the rent now is unacceptable and obviously hoping to price a number of plot holders out of keeping their plots on. Solely to reduce the waiting list to make the numbers look better. The increases over last few years coupled with the council NOT improving existing sites is a joke.</p>	<p>Rent</p>	<p>1. No change.</p>
o60	<p>1. Regarding setting of rent Sections 5.1, 5.2, 5.2.1 and 5.2.2</p> <p>There is a distinct jeopardy that giving the Council carte blanche like this will be used to impose and justify unfair rents. (The Council has previously suggested raising rents threefold). In the past (e.g. Cultivating Communities I) the Council has cited comparison factors such as</p> <ul style="list-style-type: none"> - RPI/CPI, - level of charges for other outdoor recreational or leisure activities provided by CEC - the level of allotment rents in the rest of Scotland and the scale in England <p>Also as it currently reads (5.1 to 5.2.2) the rents are going to be set at the SITE level and not be standardised, as they currently are, across all the sites in the City. This possibility of variation from one site to another is invidious and MUST NOT be written into the regulations as it is a recipe for chaos and manipulation in order to further commercial interests. You can easily imagine an exodus from a more expensive site to a cheaper one and this would suit developers down to the ground. Don't introduce this opportunity for erosion of the allotment estate and support the equanimity currently enjoyed by allotment tenants across the City.</p>	<p>Rent</p>	<p>1. No change.</p>
o61	<p>Indication of the situation of sheds, glass houses or polytunnels already on plots should be referred to. Are size restrictions given in the document only referring to new structures after the date the new document is approved?</p>	<p>Sheds, glasshouses, polytunnels</p>	<p>1. No change. Sizes apply to all new structures.</p>
o62	<p>1. Re. the colour of sheds on new sites. Black is not mentioned as a specific colour, yet it is the very one which most 'disappears' a shed. Brown and cedar just make them stand out!</p> <p>2. In Section 12.2 'Dogs must be kept under close control'. I think the wording should be that dogs should be kept under control, AND on leads. If a dog is not on a lead then there is the possibility of it not being under proper control if it is distracted by something. I speak from experience. A dog, seemingly under control, came onto my site. It saw a cat sitting by the pond. The dog flew at the cat and landed in the pond, puncturing the liner. This resulted in a half drained pond, a lot of homeless frogs and an expensive and time consuming exercise in remaking the pond.</p>	<p>Sheds, Pets</p>	<p>1. Amended. See 14.1.6.</p> <p>2. No change.</p>
o63	<p>1. I think there should be a bit of flexibility re colour of paint for sheds. A little colour, using appropriate shed paint, surely should be seen as an improvement, adding cheer in amongst all those drab brown and green sheds</p>	<p>Sheds</p>	<p>1. Amended. See 14.1.6.</p>
o64	<p>1. The proposed maximum dimensions for sheds at 2m by 3m, could be usefully more flexibly expressed as maximum ground occupied of 6 sq m.</p> <p>2. Glasshouses and polytunnels are marketed in imperial units, often in 2 feet increments. Again, more useful flexibility would come from defining a footprint of not exceeding 6 sq meters. NB 10 feet is equivalent to 3.045 meters, whilst a 6ft by 10 feet glasshouse/polytunnel has a footprint of 5.5 sq meters.</p> <p>3. Unclear why, when permitted dimensions are published in the regulations, that the allotment officer should also need to sign off all construction or alteration.</p> <p>4. Clarify that the rules about plottolders boundary maintenance obligations only apply to plot boundaries within the site, with external boundary maintenance continuing to be the responsibility of the Council.</p>	<p>Shes, Glasshouse, Poly tunnels, Boundary</p>	<p>1. No change.</p> <p>2. No change.</p> <p>3. No change. Consent is require to ensure construction is suitable for the site and location.</p> <p>4. Amended. See 11.4.</p>
o65	<p>1. Site safety: nothing seems to cover allotments that have safety hazards - sharp metal plot edging, protruding sharp metal stakes etc</p> <p>2. Tidiness: lots of plastic sheeting etc blows across other allotments because not properly secured. Also bits of carpet etc, possibly contaminated by fire retardants</p> <p>3. Allotment committees: no statements about their roles and duties or if their 'rules' are enforceable</p> <p>4. Wildlife: no comment about importance of allotments for it, allowing habitats etc round the edges and on part of plots. Ref. Edinburgh Local Biodiversity Action Plan .</p>	<p>Site safety, Waste, Committees, Biodiversity</p>	<p>1. No change. See 9.1.</p> <p>2. No change. See 9.1.</p> <p>3. No change. See 14.2.</p> <p>4. No change.</p>

o66	<p>1. I note that the Council deviates from law in the definition of what size a plot should be. It is claiming that a plot shall be whatever size the Council says is a plot. Full sized plots as defined in law should be the standard, and if someone is prepared to accept a half plot, as an interim, but wishes in time to have a full plot, they should remain on the waiting list and not be taken off it until a full plot becomes available. The Council is clearly signalling its intention to subdivide and subdivide the 1500 or so full sized plots in order to meet the demands of the very large waiting list, rather than create more allotment sites. Whilst I do sympathise with the Council's resource problem, I think it should not shy away from the challenge in this way. Creating more allotment sites is a duty in law, to meet demand, but it is not just for the benefit of those who want allotments, full size or not. It is also increasingly important for biodiversity and for halting species extinction especially of pollinating insects, which is occurring at an alarming rate. It has been shown that pollinating insects including many bee species are surviving and thriving in urban areas such as parks, gardens, and allotment sites, because these areas are free from the use of pesticides that are wiping them out in the countryside. Therefore the Council should face up squarely to the challenge of providing more allotment sites as the law requires, and not take the lazy way out by a policy, clearly evident here in these draft regulations, of subdividing existing full sized plots. This is wrong on so many levels - and it is open to legal challenge. Please rethink this!</p>	Size	1. No change. Regulations have a duty to comply with the provisions within the Community Empowerment (Scotland) Act.
o67	<p>1. Item 4.2 (v). 'size of plot' is ambiguous. People may think it means whole or half, or they may think it means measurement in meters, which most people won't know ab. If you mean whole or half, could that be put in brackets here, or a reference made to another page where the dimensions are provided?</p> <p>2. Item 5.2.1 take out comma after 'repairs' and before 'and maintenance'.</p> <p>3. Item 9.3 In cases where there are rabbits and rats on a site, plot holders are generally asked to ensure that they discourage them by e.g. not putting any cooked food on compost heaps, or having spaces under huts. I wonder if something needs to be added here, or elsewhere, to explain what form 'pest control' might take?</p> <p>4. Item 10.2. Change 'is' to 'are' in last line.</p>	Size, grammar, Pest Control	<p>1. No change. Regulations have a duty to comply with the provisions within the Community Empowerment (Scotland) Act.</p> <p>2. Amended. See 5.2.1.</p> <p>3. No change.</p> <p>4. Amended. See 10.2.</p>
o68	<p>1. I strongly disagree with 4.5. As I said to begin with, a plot should be what is defined as a plot in the allotment legislation, a full plot of 6m x 22m, not what the Council decides is a plot. If you are on the waiting list and are offered a half plot (3m x 22m) but wanted a full one, you should be allowed to accept the half plot meanwhile but be kept in line for the first full plot that becomes available. Your name should not be taken off the waiting list. Full plots should remain and be available for people that want them. It is not a solution to the demand for plots and long waiting lists to keep subdividing and subdividing plots. Though I am in favour of there being different sizes available, as some folk actually only want a small bit of ground. The Council needs to keep up the search for new sites to meet the demand rather than subdivide. This will be good for the environment, biodiversity and wildlife too. Allotment sites are sanctuary sites for pollinating insect species which are becoming extinct at an alarming rate. So the Allotments Service needs to keep up the pressure on the Council to provide more sites for environmental reasons alone.</p> <p>2. And of course this also raises an issue about sheds, fruit cages, etc.. If a plot is allowed to be defined as a weeny weeny plot (i.e., a quarter plot, because the Council has decided, 'it's a plot') how then are you going to get a shed or greenhouse on it if all you have is the equivalent of a quarter plot?</p> <p>3. I also think the Council should think about land that might not be obvious for a site, for instance, bits of unused land that have been tarmaced over. Because you could build planters on that land, and if they were deep (i.e., high) they would actually be wheelchair accessible (with the tarmac) which isn't possible where there is earth. It's actually a bit of an advantage, as you wouldn't have to spend time weeding the paths or cutting the grass. You would just attend to your planters. And if they were on wheels you could even move them from site to site or place to place. I think whilst traditional plots should be available and are idea, the Council should think of other places where it might be possible to cultivate using planters.</p>	Size.	<p>1. No change. Regulations have a duty to comply with the provisions within the Community Empowerment (Scotland) Act.</p> <p>2. No change.</p> <p>3. No change.</p>
o69	<p>1. 11.1 although in general agreement the suggestion that all structures must have the 'prior written consent' of the Council is far too restrictive and unnecessary. Equally can all three listed structures be constructed per plot or 1, or 2?</p> <p>2. 16.4 the requirement for 3 Enforcement Notices within 12 months is potentially opening the system up to abuse. Suggest two Notices as the maximum.</p>	Structures, Enforcement	<p>1. No change.</p> <p>2. No change.</p>
o70	<p>1. These rules will create a two tier system for new plot holders and existing plot holders.</p> <p>2. The rule on dismantling existing sheds will have unintended consequences as no new plot holder in their right mind would take on an old shed as they would become liable for the costs of maintaining and dismantling the shed.</p> <p>3. The rule on seeking permission from the council for any "structure" is far too vague and is unenforceable. Is a bean frame a "structure"? A cold frame? A watering system? A rainwater tank? A tomato stake? A 6x4' greenhouse of permitted size?</p> <p>4. The rule on fences and hedges will require plot holders to grub out many kilometres of existing hedges and to evict the wildlife that they house. On plots with 80-100mph winter winds, some kind of wind-break is required to protect plants.</p>	Structures, hedges	<p>1. No change.</p> <p>2. No change.</p> <p>3. Amended. See 11.</p> <p>4. Amended. See 14.1.4.</p>
o71	<p>1. I think this looks good. If anything I think the procedure for termination could be stricter; I don't think the council will go to that step without a good reason so one could see the process being quicker.</p>	Termination	1. No change.

<p>o72</p>	<p>1. Allotment termination procedures. These seem to allow for a whole year to pass by (3 warnings in a year), before tenancy is terminated. This is way way too long, and is why so many of the plots have been virtually unused for years. Please add a time scale for rectification following a letter, one month is perfectly adequate, then after 3 letters (3 months), the allotment is passed on to the next person on the waiting list.</p> <p>2. Council rent payment. The council should ensure that they are using up to date address details available from the tenants Council account or council tax department.</p> <p>3. The reason I strongly object to point no. 3. is the priority to those within 1km of the site. I object only because some people will not have any site within 1km of where they live, so at this range they would never get priority for any site. Surely wherever you live you should have priority for the nearest site, but a realistic distance for this will be based on postcode.</p> <p>4. 10.1 could you add that tenants should cut the grass between plots where it exists.</p> <p>5. Bonfires: Could you add that green plant material which is compostable should not be burnt. There are people who burn everything creating very smoky fires which is unpleasant for others and not good for the environment</p> <p>6. Cultivation of plots: Would it be helpful to put in the regulations that if a plot is noted to have a low cultivation level (e.g. below 70% for a full plot, 50% for a half plot), the council (i.e. the allotments officer), is entitled to reduce the size of the plot, following discussion with the tenant. This would make it easier for both the person who is not managing the size of the plot (particularly e.g. due to ageing or long term health condition), and for the allotments officer. It would make it easier for someone to continue having a plot to suit them, rather than potentially going down the route of letters and final termination of the lease.</p>	<p>Termination, Rent, Eligibility, Bonfires, Cultivation</p>	<p>1. No change.</p> <p>2. No change.</p> <p>3. Amended. See 4.8(ii).</p> <p>4. Amended. See 10.1.</p> <p>5. Amended See 14.1.2.</p> <p>6. No change. Undertaken as an operational issue.</p>
<p>o73</p>	<p>The council should provide allotments that are free from the shade of overhanging trees where trees are grown on a public pathway eg Bridgend.</p> <p>The council should be firmer in enforcing the 75% cultivation requirement</p> <p>Painting a shed red or blue should not be prohibited. This undermines these rules.</p>	<p>Trees, Cultivation, Paint</p>	<p>1. No change.</p> <p>2. No change.</p> <p>3. Amended. See 14.1.6.</p>
<p>o74</p>	<p>1. I think all this should go to a FULL FEDAGA COMMITTEE for approval and there should be NO amendments made without the FULL COMMITTEE being made aware. The FEDAGA full COMMITTEE are the best independent group to check things without the restrictions of being on the Council Strategy Committee.</p> <p>2. 4.5 Refusal of a plot that is "reasonable " should not mean the person is put off the waiting list. Too far to walk for someone with arthritis or a structure needing lots of maintenance as I got are good reasons for refusal.</p> <p>3. 4.6 and 4.7. The status of someone on the waiting list wanting to move plots or sites is unclear and needs defined.</p> <p>4. 4.8. 1 km radius is VERY small. 2 or 3 would be better.</p> <p>5. 4.11 It discriminates in those unrelated in HMO flats or houses.</p> <p>6. 6.1 this should specifically exclude the perimeter fence. You can't expect us to maintain these complicated high security structures to an acceptable professional level.</p> <p>7. 7.1 the % should INCLUDE all cultivatable areas so INCLUDE non path areas of poly tunnels and greenhouses.</p> <p>8. 9.1 This should specifically exclude the perimeter fence as not part of the allotment.</p> <p>9. 11.1 If you are to include existing structures you have to specify time for removal etc.</p> <p>10. 13.1 The money may go to the site association, FEDAGA or SAGS so they should be specified.</p> <p>11. 17.8. It is the assumption that you will remove all sheds/ poly tunnels/ greenhouses unless the Council says you do not have to. You may have inherited them. It is not clear who owns a structure handed down from a predecessor. It might be better worded to say" The Council has the right to order you to remove any structure upon the termination of the lease" . That way dangerous structures are not left for the Council to remove upon termination. WE ALL KNOW THE RULES NEED UPDATED. HOWEVER THE STRATEGY GROUP SHOULD SIT DOWN WITH THE LEGAL TEAM TO SORT OUT BETTER DEFINITIONS, WORDING AND CONFLICTS WITH OTHER ACTS THAT ARE PRESENT IN THIS DRAFT. AFTER THAT THE REDRAFTED PROPOSALS SHOULD GO TO THE FULL FEDAGA COMMITTEE.</p>	<p>Various</p>	<p>1. No change.</p> <p>2. No change.</p> <p>3. Amended. See 4.6.</p> <p>4. Amended. See 4.8(ii).</p> <p>5. Amended. See 4.11.</p> <p>6. Amended. See 11.4.</p> <p>7. No change.</p> <p>8. Amended. See 11.4.</p> <p>9. No change. Does not include existing structures.</p> <p>10. No change.</p> <p>11. No change.</p>
<p>o75</p>	<p>Just a couple of things that have not been mentioned either now or before,.</p> <p>1. The lack of vermin control - last year in particular at Carricknowe, most of us suffered a vast loss of crops from both rabbits and then squirrels. In 2019 the rabbit infestation had many of us talking about giving up as we repeatedly turned up to find crops eaten again and again. We need to see some action taken by the association as used to happen many years ago.</p> <p>2. Extenuating circumstances should include bad/ extreme/ longer periods of weather conditions, which we have experienced in the past couple of years, can lead to longer making it much less controllable to keep the plot cared for and productive and can lead to jobs to mount up which can contribute to the plot looking uncared for and productive.</p> <p>3. Climate change has obviously affected us all and I have noticed that my time spent on the plot is much more governed by the weather.</p>	<p>Vermin, Cultivation</p>	<p>1. No change.</p> <p>2. No change.</p> <p>3. No change.</p>

o76	Section 16- this states that a Final Warning Letter can be issued if issues are not resolved at end of 21 days. However, it also states that if 3 enforcement notices are issues in 12 months then a Final Warning Letter can be issued. It does not seem clear to me whether 3 enforcement issues have to be issued before a Final Warning Letter is issued or if this can be done after 21 days.	Warnings	1. Amended. See 16.4.
o77	A couple of suggestions: 1. a probation period for new plot holders - maybe a year - where to keep the plot you need to demonstrate cultivation/progress (relative to the state of the plot when it was handed over) 2. problem of repeat offenders - people who do the minimum to rectify a minimally cultivated plot - could be addressed by changing the regulation so warnings from previous years count in the assessment of the current year	Warnings	1. Amended. See 16.1. 2. Amended. See 16.4.
o78	1. I feel water should be available 12 months of the yr not turned off in the winter and only put back on late spring	Water	1. No change. Frost requires supplies to be turn-off.
o79	1. I am concerned about the part of the regulations that stipulates you must not let weeds spread to other allotments. In keeping with current efforts to enhance wildlife habitat I practice a minimum now and have been rewarded with an increase in wild flowering plants, however I am aware that some people will view these as weeds as could complain.	Weeds	1. No change.
o80	1. Might be worth listing types of weeds that will not be tolerated. e.g. bindweed, Himalayan Balsam, giant hogweed etc. 2. 6.3 - Site associations should not play any part in boundary disputes. Boundaries are set by the council and should remain their jurisdiction. 3. There is no longer an option for family members who wish to 'inherit' a plot. Plot holders who have already put this process in to action should not have this removed. New plot holders will not have this option.	Weeds, Disputes, Inheritance	1. No change. 2. No change. Consultation will take place but decision on resolution will be the Council's. 3. Amended. See 2.1(xvi).
o81	There's nothing about: 1. people 'growing' (by choice or by laziness) spreadable weeds. Nor what a weed is - and the need to keep weeds down! 2. Again - our neighbours are truly terrible at maintaining their edges / paths - and it is always spreading onto our plot. 3. Nothing about use/ non use of herbicides - which are polluting our aqua systems. IS this something you have a policy on?	Weeds, Paths, Herbicides	1. No change. See 7.1. 2. No change. See 9 & 10. 3. No change. Individual sites have organic policy.

THE CITY OF EDINBURGH COUNCIL

ALLOTMENT REGULATIONS

1 COMMENCEMENT

- 1.1. These regulations (the “**Regulations**”) adopted by resolution of the City of Edinburgh Council (the “**Council**”) dated [INSERT DATE] relate to all Allotment Sites owned and/or managed by the Council. The Regulations are made in accordance with the Council’s powers under Part 9 of the Community Empowerment (Scotland) Act 2015 (the “**2015 Act**”).
- 1.2. The Regulations shall come into force on the day after the date of execution under section 116 of the 2015 Act (the “**Commencement Date**”).

2 INTERPRETATION

- 2.1. In the Regulations, any reference to:
- (i) “**Allotment Plot**” shall mean any single area of land designated as an allotment plot by the Council within an Allotment Site and which is used or intended for use (i) wholly or mainly for the cultivation of vegetables, fruit, herbs or flowers, and(ii) otherwise than with a view to making profit;
 - (ii) “**Allotment Site**” shall mean any area of land owned or leased by the Council and consisting wholly or partly of allotments and including other land that may be used by Tenants in connection with the use of their Allotment Plots;
 - (iii) “**Edinburgh Resident**” shall mean a person who is solely or mainly resident at premises the postal address of which is in the City of Edinburgh Council area;
 - (iv) “**Eligible Person**” shall mean an Edinburgh Resident aged 18 years or over, or any Third-Sector Organisation, and “**Eligible Persons**” shall be construed accordingly;
 - (v) “**Joint Tenancy**” shall mean two or more individuals jointly responsible for a plot.
 - (vi) “**Lease**” shall mean an agreement entered into between the Council and a Tenant made under the terms of the Regulations to lease an Allotment Plot and any reference to the word Lease shall be taken to include any missive of let;
 - (vii) “**Relevant Circumstances**” shall mean any illness, bereavement, injury or disability, or other extenuating circumstances;

- (viii) **“Relevant Period”** shall mean 21 days;
 - (ix) **“Residence”** shall mean any residential property which is the sole or main residence of an Edinburgh Resident;
 - (x) **“Site Association”** shall mean any association representing the Tenants of an Allotment Site;
 - (xi) **“Tenant”** shall mean an Eligible Person, to whom an Allotment Plot has been leased under the terms of the Regulations;
 - (xii) **“Termination Date”** shall mean the date upon which the Lease between the Council and the Tenant is terminated, and the Tenant is required to remove all their possessions from the Allotment Plot and the Allotment Site;
 - (xiii) **“Third Sector Organisation”** means an organisation appropriately constituted with its registered address, or where there is no registered address its principal business address, in the Council area and which supports group allotment gardening;
 - (xiv) **“Waiting List”** shall mean the list established and maintained by the Council in respect of each Allotment Site of persons who, by way of written notification, have made a request to lease an Allotment Plot.
- 2.2. References to “consent of the Council” or words to similar effect mean a consent in writing signed by or on behalf of the Council and “approved” and “authorised” or words to similar effect mean (as the case may be) approved or authorised in writing by or on behalf of the Council.
- 2.3. Unless the context otherwise requires, words in the singular shall include the plural and words in the plural shall include the singular.
- 2.4. Headings are for convenience, do not form part of these Regulations and shall not be used in their interpretation.
- 2.5. Any references to a specific statute include any statutory extension, amendment, modification or re-enactment of such statute and any subordinate legislation made thereunder and any general reference to “statute” or “statutes” includes any subordinate legislation made thereunder.
- 2.6. Where there is a contradiction between these Regulations and the 2015 Act the terms of the 2015 Act shall apply.

- 2.7. These Regulations shall repeal and replace any allotment rules and regulations in force prior to the Commencement Date made by the Council or its predecessors.

3 EFFECT OF REGULATIONS

- 3.1. Failure by the Tenant to comply with the terms of these Regulations shall be a breach of the Regulations and may result in the Tenant being subject to termination of the Lease of the Allotment Plot in accordance with section 126 of the 2015 Act.

4 ALLOCATION OF ALLOTMENT PLOTS

- 4.1. A request to lease an Allotment Plot on an Allotment Site may be made:
- (i) online via the Council's website; or
 - (ii) by requesting a paper application from:

Parks, Greenspace and Cemeteries
Waverley Court
4 East Market Street
Edinburgh, EH8 8BG

Email: allotments@edinburgh.gov.uk

Phone: 0131 529 7916

or such other contact details as publicised by the Council from time to time.

- 4.2. Applications must include the applicant's:
- (i) name;
 - (ii) address;
 - (iii) date of birth;
 - (iv) preferred Allotment Site(s);
 - (v) preferred size of Allotment Plot;

and may include the applicant's:

- (vi) email address (if applicable); and
- (vii) Relevant Circumstances (if applicable) that the applicant wishes the Council to be aware.

- 4.3. All Eligible Persons who apply for an Allotment Plot shall be placed on the Waiting List(s) for the Allotment Site(s) requested.

- 4.4. The Council shall maintain a Waiting List for each Allotment Site and will offer an available Allotment Plot to the first applicant on the Waiting List for the relevant Allotment Plot having regard to

- (i) what has been requested; and
- (ii) the provisions of the 2015 Act.

- 4.5. If the Council offers to grant a lease of an Allotment Plot, but not of the size specified by the applicant, the applicant will remain on the Waiting List, unless the applicant accepts the offer, in which case the request will be treated as agreed and the applicant will be removed from the Waiting List. Where the Council makes an offer of an Allotment Plot of the size requested and such offer is unreasonably refused the applicants may be removed from the Waiting List.
- 4.6. Tenants may make a request in writing to the Council to move Allotment Site. In considering whether to allow a move to a different Allotment Site the Tenant's application date must be prior to the application date of any waiting list customers for the Allotment Site requested.
- 4.7. Tenants may make a request in writing to the Council to move to a different Allotment Plot. In considering whether to allow a move the Council shall have regard to the circumstance(s) / reason(s) for the request.
- 4.8. Where a new Allotment Site is established, the Allotment Plots within that Allotment Site ("New Allotment Plots") shall be allocated on the following basis:
 - (i) Where reasonably practicable, 50% of the New Allotment Plots shall be offered to Eligible Persons, who are solely or mainly resident in the area within one-kilometre radius of the entrance to the new Allotment Site and who apply for a New Allotment Plot.
 - (ii) The remaining unallocated New Allotment Plots shall be offered to Eligible Persons on the Waiting List for existing Allotment Sites. Individuals on Waiting Lists for existing Allotment Sites who are solely or mainly resident in the area within two-kilometre radius of the entrance to the new Allotment Site will be given priority.
- 4.9. All Tenants are required to sign a Lease on terms provided by the Council at the start of their tenancy of the Allotment Plot.
- 4.10. Where a Tenant is no longer an Edinburgh Resident, the Council will terminate the Lease.
- 4.11. The Council shall allocate a maximum of one Allotment Plot per Residence unless their property is registered as a House of Multiple Occupancy, as defined in section 125 of the Housing (Scotland) Act 2006 as amended from time to time.
- 4.12. Regulation 4.11 shall not affect Tenants who were allocated more than one Allotment Plot prior to the Commencement Date.
- 4.13. Should an Allotment Site or Allotment Plot be removed from service all displaced Tenants will be placed at the top of the waiting list.

5 RENT

- 5.1. Unless otherwise agreed with the Council in writing rent shall be paid annually, and the Council shall issue an invoice on or around 18 January each year in this respect. Payment shall be due within 28 days of the date of the invoice. The Council shall set the levels of rent for each Allotment Site annually.
- 5.2. When determining the level of rent the Council shall take account of:
 - 5.2.1 the services provided by, or on behalf of, the Council to the Tenants of the Allotment Sites, including but not limited to site improvements, general repairs and maintenance, utility charges, arboricultural and grounds maintenance works;
 - 5.2.2 the costs of providing those services;
 - 5.2.3 any concession applicable to the Tenant, as stated on the Council website from time to time; and
 - 5.2.4 the size of the Allotment Plot leased to a Tenant.
- 5.3. Changes to circumstances, including any Relevant Circumstances, affecting a Tenant's ability to pay rent should be advised in writing by the Tenant to the Council.
- 5.4. Concessions shall only apply where all Tenants of a Joint Tenancy are eligible for a concession.
- 5.5. Where a Tenant fails to pay rent within 28 days of the receipt of an invoice issued under regulation 5.1, the Council may recover the rent as landlord in the same manner as any other case of landlord and tenant, and the Council shall seek to recover the rent on a pro rata basis for the period of time that the Tenant has occupied the Allotment Plot. In addition, the Council shall recover as a debt any administrative costs reasonably incurred by it in respect of any delay in payment.

6 BOUNDARIES AND POSSESSION OF ALLOTMENT PLOTS

- 6.1. The Tenant may not exchange Allotment Plots with any other Tenant, transfer their Lease of an Allotment Plot, or sub-let their Allotment Plot without the prior consent of the Council.
- 6.2. If there is any dispute between Tenants as to the boundaries of their Allotment Plots, the Council shall adjudicate and settle the dispute at its own discretion.
- 6.3. Where there is a dispute between Tenants as to the allocation of land per Allotment Plot, the Council shall consult with the affected Tenants and the

Site Association to determine whether changes to Allotment Plot boundaries are required. Any decision made by the Council is final and Tenants must comply with this decision.

- 6.4. Individuals added to a Joint Tenancy will be eligible to take over full tenancy only if the start date of their tenancy is prior to the application date of existing waiting list applicants for the site.

7 CULTIVATION OF ALLOTMENTS

- 7.1. Excluding permitted buildings, structures and paths at least 75% of the Allotment Plot must be cultivated to the satisfaction of the Council.
- 7.2. Tenants are responsible for ensuring that weed growth is controlled and must ensure that weeds do not spread to neighbouring Allotment Plots.

8 SALE OF SURPLUS PRODUCE

- 8.1. Tenants may sell produce grown by them on the Allotment Plot. Any proceeds or income generated from the sale of such produce may only be used for social enterprise or community advancement and not for the purposes of making a profit, trade or business.

9 MAINTENANCE OF ALLOTMENT PLOTS

- 9.1. The Allotment Plot, including any structures thereon, must be kept in good condition to the satisfaction of the Council. In considering whether or not the Allotment Plot is in good condition the Council shall have regard to any weeds, detritus or dilapidated buildings or structures on the Allotment Plot and the level of cultivation.
- 9.2. When considering whether an Allotment Plot is in good condition, the Council shall have regard to any impact that a lack of maintenance of the Allotment Plot could have on neighbouring Allotment Plots.
- 9.3. Tenants shall be responsible for ensuring that appropriate pest and disease control is carried out on their Allotment Plot.

10 MAINTENANCE OF ALLOTMENT SITES

- 10.1. Tenants shall be responsible for keeping boundaries, paths adjacent to their Allotment Plot and paths between Allotment Plots in a clean and tidy condition and free from obstructions. Where a path is adjacent to two or more Allotment Plots the respective Tenants shall share responsibility. Should dispute between Tenants arise in this regard, the Council shall direct the Tenants as to how maintenance is to be carried out. This excludes Allotment Site boundary fences.
- 10.2. Any keys to the Allotment Site remain the property of the Council and are issued to the Tenant strictly for the purposes of access to the Allotment

Site and are not transferable to any other person. Keys should not be copied as they will damage locks. Replacement keys can be arranged through the Council.

11 SHEDS, GLASSHOUSES AND POLYTUNNELS

- 11.1. The erection of any sheds, glasshouses or polytunnels on an Allotment Plot must have the prior consent of the Council.
- 11.2. Regarding the measurements of sheds, glasshouses and polytunnels on Allotment Plot;
 - 11.2.1 a shed for storage shall not exceed width 2m x length 3m x height 2.4m;
 - 11.2.2 a glasshouse shall not exceed width 2m x length 3m x height 2.4m; and
 - 11.2.3 a polytunnel shall not exceed width 2m x length 3m x height 2.4m or 25% of the Allotment Plot area.
- 11.3. The erection of any building or structure must be in accordance with planning legislation / aesthetic guideline and any materials used must be of suitable durability, in that they must be of a standard that would last at least five years and be consistent with the traditional aesthetic of the other structures on the Allotment Site. All structures must be maintained in a good and safe condition to the satisfaction of the Council. Any modification to an existing building or structure, other than as part of a regular repair, shall require the prior written consent of the Council.
- 11.4. Tenants are solely responsible for the safety and maintenance of any structure, including boundary fences, on their Allotment Plot with the clear exception of Allotment Site perimeter fencing.

12 ACCESS BY PERSONS (OTHER THAN TENANTS) AND DOMESTIC ANIMALS

- 12.1. Tenants shall be responsible for ensuring that any visitor whom they allow to visit the Allotment Site complies with these Regulations. Failure of visitors to comply may result in the Tenant being in breach of these Regulations.
- 12.2. Dogs and other pets may be brought on to the Allotment Site but must be kept under close control and not be allowed to enter any Allotment Plot without the permission of the relevant Tenant.
- 12.3. Any Tenant who brings or allows a pet onto the Allotment Site shall ensure that any fouling is bagged and disposed of promptly and properly.
- 12.4. Pets that become a nuisance or annoyance or cause a disturbance to other Tenants should be removed from the Allotment Site.

- 12.5. Tenants shall not kennel dogs or other animals overnight on the Allotment Plot.

13 THE KEEPING OF LIVESTOCK

- 13.1. Tenants shall not keep livestock including poultry and other birds on the Allotment Plot.
- 13.2. The keeping of bees shall not be permitted other than with the consent of the Council. Any Council consent may be subject to conditions.

14 ACCEPTABLE USE

- 14.1. The following conditions apply to all Allotment Plots and Tenants:
- 14.1.1 **Barbed Wire:** Tenants shall not have or use barbed wire on the Allotment Plot;
 - 14.1.2 **Bonfires:** Tenants shall not burn any material on the Allotment Plot or the Allotment Site unless it is organic material arising from the Allotment Plot and the material cannot be composted. Bonfires must never be left unattended. Tenants must give due consideration to other Tenants and neighbouring properties when choosing when and where to have a bonfire and the bonfire must not compromise or cause nuisance to other Allotment Plot Tenants or neighbouring properties. Bonfires are only permitted between 1 October to the 30 April. Local site rules may apply and will further restrict the use of bonfires at other times.
 - 14.1.3 **Compost bins:** Where there is no Site Association rule for compost bins all compost bins must be to the satisfaction of the Council. Materials composted should be green waste grown on the site only and should not attract vermin.
 - 14.1.4 **Fences & Hedges:** Tenants shall not erect fences or plant hedges on the Allotment Plot other than for the protection of crops. All fences and hedges must be in keeping with the traditional aesthetic of the Allotment Site and must be to the satisfaction of the Council. Hedges must be maintained to a maximum height of two metres and not cause any issue with a neighbouring Plot Tenant. Willow or elder hedging are not permitted.
 - 14.1.5 **Fruit cages:** Tenants must ensure that fruit cages are kept in a safe condition and must be to the satisfaction of the Council. Fruit cage areas cannot exceed 25m² unless permission from the Council has been obtained and they should not trap birds.

- 14.1.6 **Sheds:** On sites with a Council installed shed Tenants must regularly maintain this shed and treat it with water-based preservative (non-toxic) in green, black, brown, or cedar. The Council accepts no responsibility for the maintenance or replacement of any such sheds.
- 14.1.7 **Nuisance:** Within the Allotment Site, the Tenants and any invited guest(s) shall behave in an appropriate manner and shall always be considerate to other Tenants. Tenants and guests must not do anything or cause anything to be done which is or may become a nuisance or annoyance or cause a disturbance to any other Tenants. A Tenant is responsible for the behaviour of their guest(s).
- 14.1.8 **Organic:** If an Allotment Site has been designated as organic, Tenants must only use treatments for the control of pests, weeds and fungi which have been approved by the Council for use in the cultivation of organically grown produce.
- 14.1.9 **Pathways:** Tenants shall not block or obstruct the access to the Allotment Site, nor any of the access paths within the Allotment Site.
- 14.1.10 **Material:** A Tenant must not allow their Allotment Plot to be used for the storage of including glass, timber, refuse or any other material deemed unsuitable by the Council. Any material deemed unsuitable shall be removed immediately at the request of the Council.
- 14.1.11 **Trees:** No new trees other than fruit trees on shall be cultivated or allowed to grow on the Allotment Plot. New fruit trees shall be cultivated on dwarf root stock only. Fruit trees must be maintained within the Allotment Plot and shall not grow into or cause shade to be cast on neighbouring Allotment Plots. Upon request by the Council, the Tenant must remove any fruit trees that are not maintained in accordance with this clause at the Tenant's own expense.
- 14.1.12 **Water:** Allotment Site water supplies must be used only for the upkeep of the Allotment Plot. The Tenant should use water responsibly, and where possible, take measures to conserve water.
- 14.1.13 **Flags, flag poles, signage, advertising banners:** Tenants shall not erect any flags, signage, flag poles or advertising banners within their Allotment Plot or any communal area without prior permission from the Council.
- 14.2. Tenants must also have regard to any Site Association rules that pertain to the relevant Allotment Site.

15 LANDLORD INSPECTIONS

- 15.1. The Council shall be entitled to inspect any Allotment Plot at any time without notice.

16 ENFORCEMENT

- 16.1. Where a Tenant is in breach of the Regulations, the Council may, issue an enforcement letter to the Tenant, setting out the reasons for the breach (the "Enforcement Letter").
- 16.2. The Tenant must, within the Relevant Period of receiving an Enforcement Letter, either:
- 16.2.1 rectify the breach to the satisfaction of the Council; or
 - 16.2.2 provide an explanation of any Relevant Circumstances that justify the breach to the satisfaction of the Council.
- 16.3. If, at the end of the Relevant Period, the Tenant has not either:
- 16.3.1 rectified the breach to the satisfaction of the Council; or
 - 16.3.2 provided a suitable explanation of Relevant Circumstances to the satisfaction of the Council;
- the Council may issue a Final Warning Letter in accordance with regulation 17 of these Regulations.
- 16.4. If a Tenant has received two Enforcement Letters within a 12-month period, and the Council intends to issue a third Enforcement Letter within that 12-month period, the Council shall instead issue a Final Warning Letter in accordance with regulation 17 of these Regulations.
- 16.5. Any information communicated to the Council to support a claim of Relevant Circumstances shall be dealt with confidentially and in accordance with applicable data protection legislation.

17 TERMINATION

- 17.1. One month prior to issuing a notice of termination of a Lease, the Council shall write to the Tenant, informing them that the Council is proposing to give notice of termination (the "Final Warning Letter"), which shall include:
- 17.1.1 the reasons for this proposal to issue a Final Warning Letter; and
 - 17.1.2 where appropriate, the reasons for rejection by the Council of any previous explanation of Relevant Circumstances provided by the Tenant.

17.2. The Tenant shall then have the opportunity to make representations in writing to the Council in relation to the Final Warning Letter, including an explanation of any Relevant Circumstances that justifies any failure to rectify the breach, which the Council shall take account of in making any decision. Such representations must be submitted to the Council within 28 days of the date of the Final Warning Letter.

17.3. If at the end of 28 days following the issue of the Final Warning Letter, either:

17.3.1 the Tenant has rectified the breach to the satisfaction of the Council; or

17.3.2 following consideration of the Tenant's representations, including any Relevant Circumstances, the Council no longer proposes that the Lease shall be terminated;

the Council shall write to the Tenant informing them of this.

17.4. If at the end of 28 days following the issue of the Final Warning Letter, either:

17.4.1 the breach has not been rectified to the satisfaction of the Council; or

17.4.2 the Tenant has not provided an explanation of any Relevant Circumstances to the satisfaction of the Council;

the Tenant shall be in breach of the Regulations and the Council may terminate the Lease of whole or part of the Allotment Plot by giving written notice in the form of a letter (the "Termination Letter").

The Termination Letter shall state the Termination Date, which shall be a date no less than one month from the date of the Termination Letter, and the reasons for termination.

17.5. A Tenant who is aggrieved by the Termination Letter may appeal to the sheriff within 21 days of the date of the Termination Letter.

17.6. The Termination Letter has no effect until:

17.6.1 the period within which an appeal may be made has elapsed without an appeal being made; or

17.6.2 where such an appeal is made, the appeal is withdrawn or finally determined.

17.7. The decision of the sheriff on appeal is final.

- 17.8. Upon the termination of the lease, the Tenant shall remove, unless otherwise agreed with the Council, all buildings and/or structures on the Allotment Plot. Where the Tenant has not returned the Allotment Plot to a lettable condition, in the reasonable opinion of the Council, the Council will advise the Tenant of the cost of this work and may carry out the works and recover from the Tenant any expenses reasonably incurred by the Council in so doing. Any buildings, structures or equipment left on an Allotment Plot will become the property of the Council and may thereafter be offered to the next Tenant.
- 17.9. Each Tenant is responsible for returning the keys to the Allotment Site to the Council at the end of their tenancy.
- 17.10. A Tenant can terminate their lease at any time, however no refund of rent already paid will be made.

18 EXTREME CIRCUMSTANCES

- 18.1. If a Tenant behaves in a manner which causes fear, alarm or severe disruption to any person, the Tenant shall be issued with a Final Warning Letter, and access to the Allotment Site may be suspended.

19 LIABILITY FOR LOSS OR DAMAGE TO PROPERTY

- 19.1. The Tenant shall be responsible for the safekeeping of any objects or materials (including tools, machinery, equipment, goods, plants, fertilisers and compost) which the Tenant keeps or brings on to the Allotment Site. The Council shall not be liable for the loss of, or damage to any such objects or materials, howsoever caused.

FOR AND ON BEHALF OF CITY OF EDINBURGH COUNCIL

..... (Proper Officer of the City of Edinburgh Council)

..... (Print Full Name)

..... (Witness)

..... (Print Witness' Full Name)

..... (Witness' Address)

.....

..... (at)

Culture and Communities Committee

10.00am, Tuesday, 15 June 2021

Parks and Greenspace Investment

Executive/routine Wards Council Commitments	Executive All 43, 44
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1. Recommendations

- 1.1 It is recommended that Culture and Communities Committee:
 - 1.1.1 Notes the progress of the condition surveys being undertaken across the city’s Parks, Greenspace and Cemeteries estate;
 - 1.1.2 Notes the progress on infrastructure works for immediate or urgent attention; and
 - 1.1.3 Approves progressing the works that have been identified as priority rated category 01 urgent (within one year) and priority category 02 (essential within one to two years), provided they can be contained within the capital budget allocation and any additional funding secured.

Paul Lawrence

Executive Director of Place

Contact: David Jamieson, Parks Greenspace and Cemeteries

E-mail: David.jamieson@edinburgh.gov.uk | Tel: 0131 529 7055

Park and Greenspace Investment

2. Executive Summary

- 2.1 This report provides an update on the asset surveys undertaken to date to assess the condition of infrastructure (walls, fences, gates, paths, roads, bridges, tunnels etc) within the Parks, Greenspace and Cemeteries estate.
- 2.2 The survey programme identifies assets that are of poor condition and sets priorities for remediation. Completion of the recommended works will ensure sites remain accessible, safe, sustainable and open to the public - helping the Council meet its land management duty of care.
- 2.3 The report also summarises significant urgent / priority works that have been actioned.

3. Background

- 3.1 At its meeting of 18 February 2021, the City of Edinburgh Council considered the Coalition Budget Motion. Thereafter Council approved the 2021/31 Capital Budget Strategy as set out in the report by the Executive Director of Resources and as amended by the changes shown in [Annex 3](#).
- 3.2 The budget strategy provided £4,000,000 for a Capital Investment Programme for Parks and Greenspace investment. This is in addition to a £2,000,000 capital budget allocated over 10 years to maintain Park Outdoor Assets.

4. Main report

- 4.1 To ensure investment is allocated based on need, the Council's Estate Surveyor team has been commissioned to survey and record the condition and safety of all Parks, Greenspace and Cemeteries infrastructure assets. The surveys also provide an estimated remediation cost based on market rates. Surveying is based on industry standards and conforms to the Scottish Government methodology condition surveying. The surveys are visual only.
- 4.2 The condition of each asset is scored on a scale A-D as described in Table 1 below:

Table 1

Condition Rating	Description
A	Good – Performing well and operating efficiently
B	Satisfactory – Performing adequately but showing minor deterioration
C	Poor – Showing major defects and/or not operating adequately
D	Bad – Economic life expired and/or risk of failure

4.3 Assets are also given a remediation priority rating to support a decision on their urgency and the ratings applied are described in Table 2 below:

Table 2

Priority Rating	Description
00	Immediate attention to make safe
01	Urgent work required within one year
02	Essential work required within one to two years
03	Desirable work required with three to five years
04	Desirable work required over 5 years
-	No work required

4.4 Surveys have been completed for all cemeteries and four trial parks.

4.5 The surveying of priority Parks and Greenspace sites, as recommended by local teams, commenced in April 2021. The schedule is summarised in Appendix 1 and is expected to be completed by October 2021. A further 145 surveys for medium to low priority sites will be completed in 2022 (Appendix 2).

4.6 Both the condition and priority elements of the asset survey are used to determine the priority by which the remediation works will be completed.

4.7 The survey also records the type of work required, the defect type, the location of the defective asset, the required remedy and an estimate of cost. Appendix 3 provides an example of a site survey record.

4.8 To date, Estate surveyors have identified 841 infrastructure assets for remediation. This work has been costed at:

4.8.1 £61,374 for priority 01 (urgent works required within one year) work; and

4.8.2 £1,232,824 for priority 02 (essential works within one to two years) works.

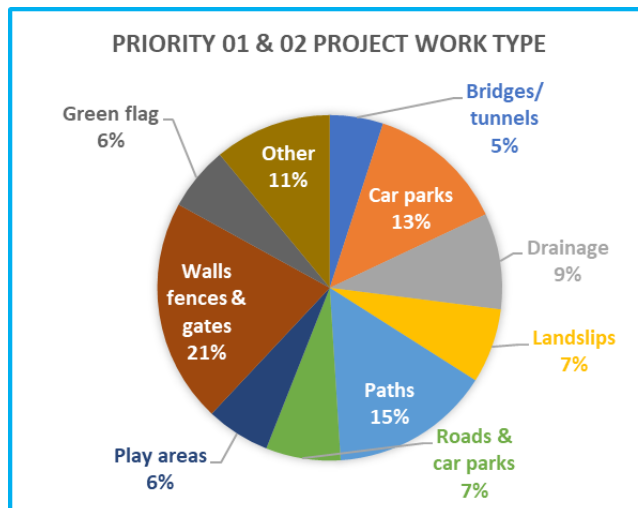
4.9 A further 114 defective infrastructure assets within Parks and Greenspace sites have been identified by local teams and will be formally assessed as part of the ongoing survey works. Remediation/development of these assets has been costed and a prioritisation given:

4.9.1 Priority rating 01 - £2,172,708; and

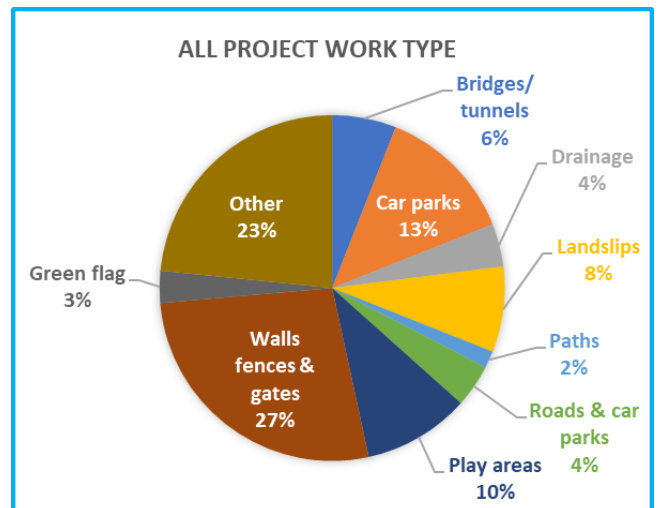
4.9.2 Priority rating 02, £748,000.

- 4.10 Appendix 4 shows the Priority Rating Cost per Work Type in columns 2 and 3 and the Priority Rating Cost for each work type in columns 7 and 8.
- 4.11 The remediation works required are varied but are consistent with expectation. The breakdown of work type for projects rating 01 and 02 are shown in Graph 1. Graph 2 details all project work type identified to date. Over time there is a shift towards the remediation of more walls, fences and gates and play areas.

Graph 1



Graph 2



- 4.12 As part of the delivery process, opportunities for third-party funding, economies of scale and linkage of similar works (within the same or nearby sites) will be considered to maximise the return on investment.
- 4.13 Appendix 5 summarises the current expenditure expected per site split between Surveyor identified projects and officer identified projects (columns 6 and 11). Works totalling £9,100,000 have been provisionally identified of which £4,214,906 is priority 01 and 02.
- 4.14 Of the remediation works identified to date, 14 projects, with an estimated value of £658,037, have been commissioned. Appendix 6 itemises this work and the estimated expenditure. These include:
- 4.14.1 Landslips - Dells and Easter Craiglockhart Nature Reserve;
 - 4.14.2 Bridges - Hermitage of Braid, Damside and Ferry Glen;
 - 4.14.3 Walls - Saughton Park, Lindsay's Mill, Craigmillar Castle Park; and
 - 4.14.4 Arboretum and paths - Little France Park (all work at Little France is funded from developer contributions).
- 4.15 A breakdown of the works identified to date by ward is provided in Appendix 7.

5. Next Steps

- 5.1 If approved, works that have been identified as priority rated category 01 urgent (within one year) and priority category 02 (essential within one to two years) will be progressed, provided that they can be contained within the capital budget allocation and any additional funding secured.

- 5.2 The commissioning of remediation work is on-going, with prioritisation given to those assets where failure will present a potential danger to the public and/or staff or could result in the closure of grounds.
- 5.3 Existing Council resources and framework contracts will be utilised when possible and new framework contracts established to deliver works not currently in scope.
- 5.4 While much of the work is unlikely to attract additional investment, there may be opportunities to seek external funding. Where possible, Planning-led developer contributions, legal settlements and third-party grant funding will be utilised to augment the investment funding provided by the Council.
- 5.5 The sustainability of remediation works will be a key feature and solutions will be developed to meet the long-term placemaking aspirations and development plans for each site.

6. Financial impact

- 6.1 Survey costs of £42,000 are expected for the assessment of high priority Parks and Greenspace sites.
- 6.2 The capital investment funding provided will be used to complete the identified works as set out above. To date, the surveys commissioned have identified that the provisional cost for priority 01 and 02 rated remediation work will be £4,214,906. This will increase as further parks and greenspace surveys are completed.
- 6.3 The works commissioned to date are estimated to cost £658,037.
- 6.4 The loans charges associated with this over a 30-year period would be a principal amount of £4.215m and interest of £3.200m, resulting in a total cost of £7.415m based on an assumed loans fund interest rate of 3.97%. This represents an annual cost of £0.247m to be met from the corporate loans charge budget. Borrowing will be carried out in accordance with the Council's Treasury Management Strategy.
- 6.5 Work that does not meet the capital de minimis of £10,000 will be funded through existing revenue budgets.

7. Stakeholder/Community Impact

- 7.1 There are significant health and safety and service delivery failure implications by not addressing the maintenance of infrastructure assets.
- 7.2 Failure of assets will have a negative impact on the recreation value and accessibility of the city's greenspace.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – Parks and Greenspace Infrastructure Survey Schedule (High Priority).
- 9.2 Appendix 2 – Parks and Greenspace Infrastructure Survey Schedule (Medium/Low Priority).
- 9.2 Appendix 3 – Example Survey Record.
- 9.3 Appendix 4 – Priority Rating Cost per Work Type.
- 9.4 Appendix 5 – Priority Rating Cost per Site.
- 9.5 Appendix 6 – Remediation/development works commissioned/completed.
- 9.6 Appendix 7 – Ward Summary of Priority Rating 01 and 02 Works.

SITE CODE	LOCATION	AREA	PRIORITY	DATE
SIT0412	Ferry Glen	P&G	HIGH	Mar-21
SIT1009	Kirkliston To Newbridge Walkway	P&G	HIGH	Mar-21
SIT0638	Lauriston Castle	P&G	HIGH	Mar-21
SIT1248	Clermiston Park	P&G	HIGH	Apr-21
SIT1179	Henderson Gardens	P&G	HIGH	Apr-21
SIT1646	Orchard (Brae) Park North	P&G	HIGH	Apr-21
SIT0815	Orchard (Brae) Park South	P&G	HIGH	Apr-21
SIT0912	River Almond	P&G	HIGH	Apr-21
SIT0679	Station Road Park	P&G	HIGH	Apr-21
TBA	Dells	P&G	HIGH	Apr-21
SIT0236	Colinton Mains Park	P&G	HIGH	May-21
SIT1717	Rocheid Path	P&G	HIGH	May-21
SIT0927	Roseburn Park	P&G	HIGH	May-21
SIT1041	St Margaret's Park	P&G	HIGH	May-21
SIT0386	East Princes Street Gardens	P&G	HIGH	Jun-21
SIT0705	Meadowfield Park	P&G	HIGH	Jun-21
SIT0849	Pilrig Park	P&G	HIGH	Jun-21
SIT1052	St Patrick Square	P&G	HIGH	Jun-21
SIT1147	West Princes Street Gardens	P&G	HIGH	Jun-21
SIT1249	Burdiehouse Burn Local Nature Reserve	P&G	HIGH	Jul-21
SIT0353	Drum Park	P&G	HIGH	Jul-21
SIT0409	Ferniehill Community Park	P&G	HIGH	Jul-21
SIT0411	Fernieside Recreation Ground	P&G	HIGH	Jul-21
SIT0133	Cairntows Park	P&G	HIGH	Aug-21
SIT1741	Hays Park	P&G	HIGH	Aug-21
SIT0569	Inch Park	P&G	HIGH	Aug-21
SIT1184	Moredun Park (Gilmerton)	P&G	HIGH	Aug-21
SIT1057	Seven Acre Park	P&G	HIGH	Aug-21
SIT1057	Seven Acre Park (Leased For Grazing)	P&G	HIGH	Aug-21
SIT0101	Craigmillar Castle Park	P&G	HIGH	Sep-21

SITE CODE	LOCATION	AREA	PRIORITY	DATE
SIT0563	Hunters Hall Park (Jack Kane)	P&G	HIGH	Sep-21
SIT0063	Jewel Park	P&G	HIGH	Sep-21
SIT0593	Joppa Quarry Park	P&G	HIGH	Sep-21
SIT1733	Little France Park	P&G	HIGH	Sep-21
SIT0347	Portobello Community Garden	P&G	HIGH	Oct-21
SIT0929	Rosefield Park	P&G	HIGH	Oct-21
SIT1734	Straiton Place Park	P&G	HIGH	Oct-21
SIT0862	Treverlen Park	P&G	HIGH	Oct-21
TBA	Water Of Leith (Balerno To Colinton Dell)	P&G	HIGH	Oct-21
TBA	Water Of Leith (Roseburn Park To Leith Docks)	P&G	HIGH	Oct-21
TBA	Water of Leith (Water Of Leith Visitor Centre To Murrayfield Stadium)	P&G	HIGH	Oct-21

SITE CODE	LOCATION	AREA	PRIORITY	DATE
SIT0006	Abercorn Park	P&G	MEDIUM	2022
SIT0215	Atholl Crescent	P&G	LOW	2022
SIT1652	Balgreen Park	P&G	MEDIUM	2022
SIT1652	Balgreen To Corstorphine Walkway	P&G	MEDIUM	2022
SIT0587	Baronscourt Park	P&G	MEDIUM	2022
SIT1732	Bellevue Crescent Gardens North	P&G	LOW	2022
SIT0058	Bellevue Crescent Gardens South	P&G	LOW	2022
SIT0062	Bingham Park	P&G	MEDIUM	2022
SIT0069	Blackford Hill	P&G	LOW	2022
SIT0077	Blinkbonny Park	P&G	LOW	2022
SIT0078	Bloomiehall Park	P&G	LOW	2022
SIT0080	Bonaly Country Park (Pentland Hills Regional Park)	P&G	LOW	2022
SIT0086	Bothwell Street Gardens	P&G	MEDIUM	2022
SIT0094	Braid Hills Golf Course	P&G	LOW	2022
SIT0096	Braidburn Valley Park	P&G	MEDIUM	2022
SIT0102	Brighton Park	P&G	MEDIUM	2022
SIT1737	Brunstane Mill Park	P&G	MEDIUM	2022
SIT1200	Bruntsfield Links East	P&G	LOW	2022
SIT0119	Bruntsfield Links West	P&G	LOW	2022
SIT0125	Buckstone Woods	P&G	MEDIUM	2022
SIT0351	Buttercup Farm Park	P&G	LOW	2022
SIT0141	Calton Hill	P&G	MEDIUM	2022
SIT0147	Cammo Estate	P&G	MEDIUM	2022
SIT0148	Campbell Park	P&G	MEDIUM	2022
SIT0178	Castle Terrace Gardens	P&G	LOW	2022
SIT0028	Coates Crescent	P&G	LOW	2022
SIT0231	Colinton Dell	P&G	LOW	2022
SIT1531	Colinton Dell (Wards 25 & 26)	P&G	LOW	2022
SIT0248	Corstorphine Hill Local Nature Reserve	P&G	MEDIUM	2022

TO BE ADDED	Cotslaw Path	P&G	LOW	2022
SIT0265	Craigentinny Golf Course	P&G	MEDIUM	2022
SIT1729	Craiglockhart Dell	P&G	MEDIUM	2022
SIT1743	Craiglockhart Woods	P&G	MEDIUM	2022
SIT0691	Cramond Foreshore	P&G	LOW	2022
SIT0298	Cramond Walled Garden	P&G	MEDIUM	2022
SIT1725	Curriemuirend Park	P&G	MEDIUM	2022
SIT0324	Dalmeny Street Play Area	P&G	LOW	2022
SIT0339	Davidsons Mains Park	P&G	LOW	2022
SIT1150	Deaconess Garden	P&G	LOW	2022
TO BE ADDED	Dean Park Place	P&G	LOW	2022
TO BE ADDED	Dean Path	P&G	LOW	2022
SIT0447	Donkeyfield Community Orchard	P&G	LOW	2022
TO BE ADDED	Douglas Haston Wall	P&G	LOW	2022
SIT0610	Dovecot Park (Kingsknowe)	P&G	LOW	2022
SIT1250	Drum Brae Park	P&G	MEDIUM	2022
SIT0374	Dunbar's Close Gardens	P&G	LOW	2022
SIT0375	Dundas Park (Sq)	P&G	MEDIUM	2022
SIT0385	East Pilton Park	P&G	MEDIUM	2022
SIT0277	Easter Craiglockhart Hill Local Nature Reserve	P&G	LOW	2022
SIT0390	Easter Drylaw Park	P&G	MEDIUM	2022
SIT1730	Ellens Glen	P&G	MEDIUM	2022
SIT0403	Fairmilehead Park	P&G	LOW	2022
TO BE ADDED	Falcon Road	P&G	LOW	2022
SIT0405	Fauldburn Park	P&G	MEDIUM	2022
SIT1744	Figgate Park East (Figgate Burn Park)	P&G	MEDIUM	2022
SIT0419	Figgate Park West (Figgate Burn Park)	P&G	MEDIUM	2022
SIT1735	Fountainbridge Green	P&G	MEDIUM	2022
SIT0441	Gardner's Crescent	P&G	MEDIUM	2022
SIT0442	Gayfield Square	P&G	MEDIUM	2022

SIT1727	Glendevon Park	P&G	MEDIUM	2022
SIT0327	Gorgie/Dalry Community Park	P&G	LOW	2022
SIT1731	Gracemount Community Park	P&G	MEDIUM	2022
SIT1738	Granny's Green	P&G	LOW	2022
SIT1726	Granton Crescent Park	P&G	MEDIUM	2022
SIT0503	Gyle Park	P&G	MEDIUM	2022
SIT0506	Gypsy Brae Recreation Ground	P&G	LOW	2022
SIT0508	Hailes Quarry Park	P&G	LOW	2022
SIT0837	Harlaw Reservoir & Visitor Centre (Pentland Hills Regional Park)	P&G	LOW	2022
SIT1594	Harrison Park East	P&G	LOW	2022
SIT0519	Harrison Park West	P&G	LOW	2022
SIT0092	Haugh Park	P&G	MEDIUM	2022
TO BE ADDED	Hawkhill	P&G	LOW	2022
SIT0286	Hawkhill Woods	P&G	LOW	2022
SIT0539	Hermitage of Braid	P&G	MEDIUM	2022
SIT0550	Hill Square Garden	P&G	MEDIUM	2022
SIT0551	Hillside Crescent Gardens	P&G	LOW	2022
SIT0558	Hopetoun Crescent Gardens	P&G	LOW	2022
SIT0571	Inchcolm Park	P&G	MEDIUM	2022
SIT1424	Inverleith Park	P&G	LOW	2022
TO BE ADDED	Katesmill	P&G	LOW	2022
SIT0602	Keddie Gardens Park	P&G	MEDIUM	2022
SIT0603	King George V Currie	P&G	MEDIUM	2022
SIT0604	King George V Eyre Place	P&G	LOW	2022
SIT0560	King George V South Queensferry	P&G	LOW	2022
SIT1660	Liberton Gardens Park	P&G	LOW	2022
SIT0661	Liberton Park	P&G	LOW	2022
SIT0668	Lochend Park	P&G	MEDIUM	2022
SIT0935	London Road Gardens	P&G	LOW	2022
SIT1708	Magdalene Glen	P&G	MEDIUM	2022

SIT0518	Malleny Bing	P&G	LOW	2022
SIT1747	Malleny Bowl	P&G	LOW	2022
SIT1467	Malleny Park	P&G	LOW	2022
SIT0217	Marchbank Park	P&G	MEDIUM	2022
SIT0706	Meadows Yard Local Nature Reserve	P&G	MEDIUM	2022
SIT0707	Meadowspot Park	P&G	LOW	2022
SIT0720	Montgomery Street Park	P&G	LOW	2022
SIT0126	Moredun Woods	P&G	LOW	2022
SIT1683	Morgan Playing Fields	P&G	MEDIUM	2022
SIT0733	Morningside Park	P&G	LOW	2022
SIT1523	Mortonhall Community Park	P&G	MEDIUM	2022
SIT0744	Muir Wood Park	P&G	LOW	2022
SIT0742	Muirhouse Linear Park Phase 1	P&G	MEDIUM	2022
SIT1746	Muirhouse Linear Park Phase 2	P&G	MEDIUM	2022
SIT0745	Murieston Park	P&G	LOW	2022
SIT1740	Newbridge Riverside Walkway	P&G	MEDIUM	2022
SIT0768	Newcraighall Park	P&G	MEDIUM	2022
SIT0782	Nicolson Square Garden	P&G	LOW	2022
SIT1650	Parkside Park (Newbridge)	P&G	LOW	2022
SIT0830	Paties Road Recreation Ground	P&G	LOW	2022
SIT0317	Pentland View Park	P&G	LOW	2022
SIT0869	Portobello Park / Golf Course	P&G	LOW	2022
SIT0878	Prestonfield Park	P&G	MEDIUM	2022
TO BE ADDED	Prior to Stockbridge, St Bernard Well, Water of Leith from Dean - Dene Bridge	P&G	LOW	2022
SIT0898	Ratho Park	P&G	MEDIUM	2022
SIT1365	Ratho Station Park	P&G	MEDIUM	2022
SIT0669	Ratho Staton Recreation Ground	P&G	MEDIUM	2022
SIT0902	Ravelston Park	P&G	MEDIUM	2022
SIT1745	Ravelston Woods	P&G	MEDIUM	2022
SIT1366	Redbraes Park	P&G	LOW	2022

SIT1581	Redford Woods	P&G	LOW	2022
TO BE ADDED	Redhall Allotment	P&G	LOW	2022
SIT0907	Redhall Park	P&G	MEDIUM	2022
SIT0908	Regent Road Park	P&G	MEDIUM	2022
SIT1651	Riverside Park, Newbridge	P&G	MEDIUM	2022
SIT0946	Saughton Park	P&G	LOW	2022
SIT1519	Seafield Recreation Ground	P&G	MEDIUM	2022
SIT0959	Seafield Walkway	P&G	MEDIUM	2022
SIT0975	Sighthill Park	P&G	MEDIUM	2022
SIT1724	Silverknowes Park / Golf Course	P&G	LOW	2022
SIT1140	South Meadow Walk	P&G	MEDIUM	2022
SIT1742	South Queensferry Walkway	P&G	MEDIUM	2022
SIT1043	St Mark's Park	P&G	MEDIUM	2022
SIT1059	Starbank Park	P&G	LOW	2022
SIT1728	Stenhouse Place East Park	P&G	MEDIUM	2022
SIT1077	Taylor Gardens	P&G	MEDIUM	2022
SIT0382	The Meadows	P&G	MEDIUM	2022
SIT1094	Torphin Quarry (Pentland Hills Regional Park)	P&G	LOW	2022
SIT1106	Union Park	P&G	MEDIUM	2022
SIT1111	Victoria Park	P&G	MEDIUM	2022
TO BE ADDED	Warriston Allotment	P&G	LOW	2022
SIT1145	West Pilton Park	P&G	MEDIUM	2022
SIT1736	Wester Craiglockhart Hill	P&G	MEDIUM	2022
SIT1715	Whinhill Park	P&G	LOW	2022
SIT1169	White Park	P&G	LOW	2022
TO BE ADDED	Windsor Place	P&G	LOW	2022



Edinburgh - City Of Edinburgh Council

CS001523

Survey Description	Survey Date	Survey Status	Surveyor	Organisation
condition survey of hard landscaped areas and buildings associated with this Park. All the buildings are leased out so no internal inspection were possible. BLD01232 CRICKET PAVILION This building is leased out to a Cricket club BLD01234 DOUBLE GARAGE garage adjacent to the Pavilion, assumed to be leased out to the Cricket Club SIT0652 LEITH LINKS EAST PUBLIC PARK #N/A EDINBURGH CITY OF EDINBURGH EH6 7	27/07/2020	COMPLETE		
Number of Buildings 3 Number of Rooms 0 Score B				
General Summary some defects to surface of tarmac pathways but generally in better condition than West section of Park. Some defects to fencing, railing and walls. Some determination of responsibility to be confirmed. Barbed wire to North perimeter should be addressed once responsibility is confirmed				
Mechanical Summary no buildings surveyed, not applicable Electrical Summary no buildings surveyed, not applicable				

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Edinburgh - City Of Edinburgh Council

Identified Work Summary

Idwork Element	Not Selected	Identified Work Element Total by Priority				Total
		01	02	03	04	
01 Roofs	0	0	0	0	0	0
02 Floors and stairs	0	0	0	0	0	0
03 Ceilings	0	0	0	0	0	0
04 External walls windows and doors	0	0	0	0	0	0
05 Internal walls and doors	0	0	0	0	0	0
06 Sanitary services	0	0	0	0	0	0
07 Mechanical services	0	0	0	0	0	0
08 Electrical services	0	0	0	0	0	0
09 Redecorations	0	0	0	0	0	0
10 Fixed internal furniture and fittings	0	0	0	0	0	0
11 External Areas	0	0	6,371	44,050	0	50,421
12 Outdoor sports facilities and fixed furniture	0	0	0	0	0	0
13 General Comments	0	0	0	0	0	0
Totals	0	0	0	0	0	50,421



Edinburgh - City Of Edinburgh Council

Site Condition Scores

Site: SIT0652 (LEITH LINKS EAST PUBLIC PARK)

Survey Date: 27/07/2020

Address: #N/A

EDINBURGH

CITY OF EDINBURGH

EH6 7

Type:

Listed Usage:

Usage:

GA (m2):

GA (m2):

GA (m2):

Ward:

24 Number of Idwork:

Total Cost:

Site Element Summary

Overall Score:

Score comment: some defects to surface of tarmac pathways but generally in better condition than West section of Park. Some defects to fencing, railing and walls. Some determination of responsibility to be confirmed. Barbed wire to North perimeter should be addressed once responsibility is confirmed

Element	Score	Comment
01		no buildings included as part of this survey
02		no buildings included as part of this survey
03		no buildings included as part of this survey
04		no buildings included as part of this survey
05		no buildings included as part of this survey
06		no buildings included as part of this survey
07		no buildings included as part of this survey



Edinburgh - City Of Edinburgh Council

08

09

10

11

B

12

XX

no buildings included as part of this survey

no buildings included as part of this survey

no buildings included as part of this survey

some defects to surface of tarmac pathways but generally in better condition than West section of Park. Some defects to fencing, railing and walls. Some determination of responsibility to be confirmed. Barbed wire to North perimeter should be addressed once responsibility is confirmed



Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code: IW00026596
Element: 11 External Areas
Subelement: 11.01 Paths and Paved Pedestrian Areas
Item: 11.01.05 Tarmac surface
Condition: B Satisfactory
Priority: 03 Desirable - Within 3 to 5 years

Manufacturer:
Date of Manufacture:

Capital: N
Comments: allow for work to 10% of pathways



Site: SIT0652 LEITH LINKS EAST PUBLIC PARK
Building:
Room:
Cost: £37756.80
Remedy: Target year: 2022
Defect: tarmac surface beginning to break up in some areas
Defect Location: walkways throughout park
Model Number:
usertext6:
Revenue: Y

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Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code: IW00026603
Element: 11 External Areas
Subelement: 11.01 Paths and Paved Pedestrian Areas
Item: 11.01.05 Tarmac surface
Condition: B Satisfactory

Priority: 03 Desirable - Within 3 to 5 years

Manufacturer:
Date of Manufacture:

Capital: N
Comments:

Photo:



Site: SIT0652 LEITH LINKS EAST PUBLIC PARK
Building:
Room:
Cost: £6292.80
Remedy: resurface path forming suitable fall to shed water to sides of path
 Target year: 2022
Defect: some surface ponding of rainwater to tarmac surface
Defect Location: walkways close to North perimeter Easting - 327819 ,
 Northing - 675952
Model Number:
usertext6:
Revenue: Y



Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code: IW00026598
Element: 11 External Areas
Subelement: 11.03 Walls, fences and gates
Item: 11.03.01 Brick wall
Condition: C Poor

Priority: 02 Essential - Within 2 years

Site: SIT0652 LEITH LINKS EAST PUBLIC PARK
Building:
Room:
Cost: £393.30
Remedy: remove ivy growth to allow inspection of wall condition
 Target year: 2021
Defect: unable to fully check retaining wall due to excessive ivy growth
Defect Location: Children's orchard area Easting - 328043 , Northing - 675974

Manufacturer:
Date of Manufacture:
Capital: N
Comments: check wall once ivy has been removed

Model Number:
usertext6:
Revenue: Y

Photo:





Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code:	IW00026604	Site:	SIT0652 LEITH LINKS EAST PUBLIC PARK
Element:	11 External Areas	Building:	
Subelement:	11.03 Walls, fences and gates	Room:	
Item:	11.03.01 Brick wall	Cost:	£2359.80
Condition:	C Poor	Remedy:	repair defective fixings, remove grafitti, repoint brickwork Target year: 2021
Priority:	02 Essential - Within 2 years	Defect:	some works to brick wall required, loose fixing for high (steel mesh) fence above wall grafitti to wall some re-pointing to wall required
Manufacturer:		Defect Location:	North perimeter of Park at bowling green Easting - 327951 , Northing - 675947
Date of Manufacture:		Model Number:	
Capital:	N	usertext6:	
Comments:	responsibility for making good defects to wall to be determined, is the Bowling Green owners of this wall/fence	Revenue:	Y

Photo:





Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code: IW00026605
Element: 11 External Areas
Subelement: 11.03 Walls, fences and gates
Item: 11.03.02 Stone wall
Condition: C Poor
Priority: 02 Essential - Within 2 years

Site: SIT0652 LEITH LINKS EAST PUBLIC PARK
Building:
Room:
Cost: £78.66
Remedy: re-bed cope stone
 Target year: 2021
Defect: loose cope to top of retaining wall
Defect Location: North/East corner of Park Easting 328169 , Northing-675932

Manufacturer:
Date of Manufacture:

Model Number:
usertext6:
Revenue: Y

Capital: N
Comments:

Photo:





Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code:	IW00026602	Site:	SIT0652 LEITH LINKS EAST PUBLIC PARK
Element:	11 External Areas	Building:	
Subelement:	11.03 Walls, fences and gates	Room:	
Item:	11.03.03 Steel Gate/fencing	Cost:	£0.00
Condition:	D Bad	Remedy:	barbed wire should be made removed or suitable warning signs erected Target year: 2020
Priority:	01 Urgent	Defect:	use of barbed wire above main fence/walling
Manufacturer:		Defect Location:	North perimeter of Park at allotments and to bowling green Easting - 327790 , Northing - 675961 Easting - 327927 , Northing - 675951
Date of Manufacture:		Model Number:	
Capital:	N	usertext6:	
Comments:	no cost included as unsure who's responsibility the barbed wire falls with		
Revenue:		Revenue:	Y

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Photo:





Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code: IW00026600
Element: 11 External Areas
Subelement: 11.03 Walls, fences and gates
Item: 11.03.03 Steel Gate/fencing
Condition: C Poor
Priority: 02 Essential - Within 2 years

Site: SIT0652 LEITH LINKS EAST PUBLIC PARK
Building:
Room:
Cost: £1966.50
Remedy: Target year: 2021
Defect: low metal railing badly damaged
Defect Location: West perimeter of Park Easting - 327640 , Northing - 675917

Manufacturer:
Date of Manufacture:
Capital: N
Comments:
Photo:

Model Number:
usertext6:
Revenue: Y



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Edinburgh - City Of Edinburgh Council

Identified Work (by location)

Code: IW00026597
Element: 11 External Areas
Subelement: 11.03 Walls, fences and gates
Item: 11.03.04 Timber Gates/Fencing
Condition: C Poor
Priority: 02 Essential - Within 2 years

Site: SIT0652 LEITH LINKS EAST PUBLIC PARK
Building:
Room:
Cost: £1573.20
Remedy: Target year: 2021
Defect: defective fencing, gate missing
Defect Location: Children's orchard area Easting - 328043 , Northing - 675974

Manufacturer:
Date of Manufacture:
Capital: N

Model Number:
usertext6:
Revenue: Y

Comments:
Photo:



Total Idwork Cost: £50421.06

Work Type	SURVEYOR PROJECT Rating 01	SURVEYOR PROJECT Rating 02	SURVEYOR PROJECT Rating 03	SURVEYOR PROJECT Rating 04	SURVEYOR PROJECT TOTAL	OFFICER PROJECT Rating 01	OFFICER PROJECT Rating 02	OFFICER PROJECT Rating 03	OFFICER PROJECT Rating 04	OFFICER PROJECT TOTAL	SURVEYOR & OFFICER PROJECT Rating 01-02 ONLY
Access control	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 70,000	£ -	£ 70,000	£ -
Arboretum	£ -	£ -	£ -	£ -	£ -	£ 40,000	£ -	£ -	£ -	£ 40,000	£ 40,000
Ball Court	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 35,000	£ -	£ 35,000	£ -
Boardwalk	£ -	£ -	£ -	£ -	£ -	£ 15,000	£ -	£ 30,000	£ -	£ 45,000	£ 15,000
Bridges and Tunnels	£ -	£ -	£ -	£ -	£ -	£ 85,000	£ 140,000	£ 350,000	£ -	£ 575,000	£ 225,000
Car Parks and Roads	£ -	£ -	£ -	£ -	£ -	£ 504,671	£ 55,000	£ 630,000	£ -	£ 1,189,671	£ 559,671
Ceiling Finish	£ -	£ 473	£ 198	£ -	£ 672	£ -	£ -	£ -	£ -	£ -	£ 473
Coverings (incl. glazed roof lights)	£ -	£ -	£ 2,321	£ -	£ 2,321	£ -	£ -	£ -	£ -	£ -	£ -
Door Ironmongery & Access Controls	£ -	£ 66	£ -	£ -	£ 66	£ -	£ -	£ -	£ -	£ -	£ 66
Drainage	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ 350,000	£ 37,000	£ -	£ 397,000	£ 360,000
Drainage (including rainwater goods and pipes)	£ 198	£ 771	£ -	£ -	£ 969	£ -	£ -	£ -	£ -	£ -	£ 969
Electrical Power	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Ext Doors Glazing & Framing	£ -	£ 11,739	£ 3,304	£ -	£ 15,043	£ -	£ -	£ -	£ -	£ -	£ 11,739
Ext Doors Ironmongery, Access Controls	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Ext Walls Structure & Foundations	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
External Decoration	£ -	£ 454	£ -	£ -	£ 454	£ -	£ -	£ -	£ -	£ -	£ 454
External Wall Finish	£ -	£ 4,260	£ 114,330	£ -	£ 118,590	£ -	£ -	£ -	£ -	£ -	£ 4,260
External works/infrastructure	£ -	£ 6,577	£ 12,051	£ -	£ 18,627	£ -	£ -	£ -	£ -	£ -	£ 6,577
Fascia/Soffit/Bargeboard	£ -	£ 947	£ -	£ -	£ 947	£ -	£ -	£ -	£ -	£ -	£ 947
Fire precaution	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Fixed Furniture	£ -	£ -	£ 3,408	£ -	£ 3,408	£ -	£ -	£ -	£ -	£ -	£ -
Fixture/Fitting	£ -	£ -	£ 3,146	£ -	£ 3,146	£ -	£ -	£ -	£ -	£ -	£ -
Fixtures and Fittings	£ -	£ 1,325	£ -	£ -	£ 1,325	£ -	£ -	£ -	£ -	£ -	£ 1,325
Floor Finishes	£ -	£ 3,219	£ 4,165	£ -	£ 7,384	£ -	£ -	£ -	£ -	£ -	£ 3,219
Fountain upgrade	£ -	£ -	£ -	£ -	£ -	£ 12,164	£ -	£ -	£ -	£ 12,164	£ 12,164
General Notes & Observations	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Glass	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Green Flag Performance Issues & Estates Estimates	£ -	£ -	£ -	£ -	£ -	£ 250,000	£ -	£ -	£ -	£ 250,000	£ 250,000
Handrail	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5,000	£ -	£ 5,000	£ -
Heat source and equipment (e.g. boilers, including flues)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
High Priority Survey Costs	£ -	£ -	£ -	£ -	£ -	£ 30,000	£ -	£ -	£ -	£ 30,000	£ 30,000

Work Type	SURVEYOR PROJECT Rating 01	SURVEYOR PROJECT Rating 02	SURVEYOR PROJECT Rating 03	SURVEYOR PROJECT Rating 04	SURVEYOR PROJECT TOTAL	OFFICER PROJECT Rating 01	OFFICER PROJECT Rating 02	OFFICER PROJECT Rating 03	OFFICER PROJECT Rating 04	OFFICER PROJECT TOTAL	SURVEYOR & OFFICER PROJECT Rating 01-02 ONLY
Internal Decoration	£ -	£ 3,172	£ 880	£ -	£ 4,052	£ -	£ -	£ -	£ -	£ -	£ 3,172
Internal Doors and glazed screens	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Internal Wall Finish	£ -	£ 14,200	£ -	£ -	£ 14,200	£ -	£ -	£ -	£ -	£ -	£ 14,200
Interpretation and Signage	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ -	£ -	£ 10,000	£ 10,000
Kick Pitch	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Landslips and Rockfalls	£ -	£ -	£ -	£ -	£ -	£ 296,000	£ -	£ 395,000	£ -	£ 691,000	£ 296,000
Lighting	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 65,000	£ -	£ 65,000	£ -
Match Funding	£ -	£ -	£ 144,000	£ -	£ 144,000	£ -	£ -	£ -	£ -	£ -	£ -
Memorials	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ -	£ 25,000	£ -
Parapets, handrails etc.	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Paths and Paved Pedestrian Areas	£ 189	£ 273,360	£ 427,709	£ -	£ 701,259	£ -	£ -	£ -	£ -	£ -	£ 273,550
Paths, ramps, stairs and steps	£ -	£ -	£ -	£ -	£ -	£ 325,000	£ 55,000	£ 314,000	£ -	£ 694,000	£ 380,000
Perimeter	£ -	£ 852	£ -	£ -	£ 852	£ -	£ -	£ -	£ -	£ -	£ 852
Pitch	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Play Areas	£ -	£ -	£ -	£ -	£ -	£ 235,000	£ -	£ 650,000	£ -	£ 885,000	£ 235,000
Roads and Car Parks	£ -	£ 297,783	£ 34,502	£ -	£ 332,285	£ -	£ -	£ -	£ -	£ -	£ 297,783
Roof Structure	£ -	£ 4,733	£ 13,215	£ -	£ 17,948	£ -	£ -	£ -	£ -	£ -	£ 4,733
Security Systems	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Staircases	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
TGS Match Funding	£ -	£ -	£ -	£ -	£ -	£ 50,000	£ -	£ -	£ -	£ 50,000	£ 50,000
Toilets	£ -	£ 37,867	£ -	£ -	£ 37,867	£ 100,000	£ -	£ -	£ -	£ 100,000	£ 137,867
Usage Monitoring	£ -	£ -	£ -	£ -	£ -	£ 68,900	£ -	£ -	£ -	£ 68,900	£ 68,900
Ventilation and Air Conditioning	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Walls, fences and gates	£ 60,987	£ 564,886	£ 754,921	£ -	£ 1,380,794	£ 125,973	£ 148,000	£ 783,000	£ -	£ 1,056,973	£ 899,845
Waste bins	£ -	£ -	£ -	£ -	£ -	£ 15,000	£ -	£ -	£ -	£ 15,000	£ 15,000
Water Services	£ -	£ 6,051	£ -	£ -	£ 6,051	£ -	£ -	£ -	£ -	£ -	£ 6,051
Window Framing & Glazing	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Window Ironmongery & Access Controls	£ -	£ 88	£ -	£ -	£ 88	£ -	£ -	£ -	£ -	£ -	£ 88
TOTAL	£ 61,374	£ 1,232,824	£ 1,518,150	£ -	£ 2,812,348	£ 2,172,708	£ 748,000	£ 3,389,000	£ -	£ 6,309,708	£ 4,214,906

LOCATION	SURVEYOR PROJECT Rating 01	SURVEYOR PROJECT Rating 02	SURVEYOR PROJECT Rating 03	SURVEYOR PROJECT Cat 04	SURVEYOR PROJECT TOTAL	OFFICER PROJECT Rating 01	OFFICER PROJECT Rating 02	OFFICER PROJECT Rating 03	OFFICER PROJECT Cat 04	OFFICER PROJECT TOTAL	SURVEYOR & OFFICER PROJECT Rating 01-02 ONLY
Allison Park	£ -	£ 5,664	£ 55,990	£ -	£ 61,654	£ -	£ -	£ -	£ -	£ -	£ 5,664
Blackford Hill	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 50,000	£ -	£ 50,000	£ -
Bloomiehall Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 8,000	£ -	£ 8,000	£ -
Bonaly Country Park (Pentland Hills Regional Park)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Braidburn Valley Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
Brighton Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ -	£ 25,000	£ -
BUCCLEUCH PARISH CHURCH CEMETERY	£ -	£ 67,915	£ -	£ -	£ 67,915	£ -	£ -	£ -	£ -	£ -	£ 67,915
Burdiehouse Burn Local Nature Reserve	£ -	£ -	£ -	£ -	£ -	£ -	£ 20,000	£ 95,000	£ -	£ 115,000	£ 20,000
Calton Hill	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 115,000	£ -	£ 115,000	£ -
CALTON OLD BURIAL GROUND	£ -	£ 11,452	£ 9,497	£ -	£ 20,950	£ -	£ -	£ -	£ -	£ -	£ 11,452
Cammo Estate	£ -	£ -	£ -	£ -	£ -	£ -	£ 35,000	£ 160,000	£ -	£ 195,000	£ 35,000
CANONGATE CHURCHYARD	£ -	£ 50,051	£ 1,652	£ -	£ 51,703	£ -	£ -	£ -	£ -	£ -	£ 50,051
City wide	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 200,000	£ -	£ 200,000	£ -
Clermiston Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 30,000	£ -	£ 30,000	£ -
COLINTON CEMETERY	£ -	£ -	£ 17,610	£ -	£ 17,610	£ -	£ -	£ -	£ -	£ -	£ -
COMELY BANK CEMETERY	£ 8,259	£ 9,361	£ 62,220	£ -	£ 79,840	£ -	£ -	£ -	£ -	£ -	£ 17,620
CORSTORPHINE CEMETERY	£ -	£ -	£ 24,426	£ -	£ 24,426	£ -	£ -	£ -	£ -	£ -	£ -
CORSTORPHINE HILL CEMETERY	£ -	£ 246,678	£ 6,872	£ -	£ 253,549	£ -	£ -	£ -	£ -	£ -	£ 246,678
Corstorphine Hill Local Nature Reserve	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 50,000	£ -	£ 50,000	£ -
Cotslaw Path	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
Craigmillar Castle Park	£ -	£ -	£ -	£ -	£ -	£ 63,500	£ -	£ -	£ -	£ 63,500	£ 63,500
CRAIGMILLAR CASTLE PARK CEMETERY & WAITING ROOM	£ -	£ 13,409	£ 12,847	£ -	£ 26,256	£ -	£ -	£ -	£ -	£ -	£ 13,409
Cramond Foreshore	£ -	£ -	£ -	£ -	£ -	£ -	£ 30,000	£ -	£ -	£ 30,000	£ 30,000
CRAMOND PARISH CHURCHYARD CEMETERY	£ 440	£ 19,847	£ -	£ -	£ 20,287	£ -	£ -	£ -	£ -	£ -	£ 20,287
CURRIE CEMETERY AND CHURCHYARD	£ -	£ -	£ 29,110	£ -	£ 29,110	£ -	£ -	£ -	£ -	£ -	£ -
DALMENY KIRK BURIAL GROUND	£ -	£ 12,307	£ 10,508	£ -	£ 22,815	£ -	£ -	£ -	£ -	£ -	£ 12,307
Dalmeny Street Play Area	£ -	£ -	£ -	£ -	£ -	£ -	£ 40,000	£ -	£ -	£ 40,000	£ 40,000
DALRY CEMETERY	£ -	£ 33,037	£ 210,227	£ -	£ 243,264	£ -	£ -	£ -	£ -	£ -	£ 33,037

LOCATION	SURVEYOR PROJECT Rating 01	SURVEYOR PROJECT Rating 02	SURVEYOR PROJECT Rating 03	SURVEYOR PROJECT Cat 04	SURVEYOR PROJECT TOTAL	OFFICER PROJECT Rating 01	OFFICER PROJECT Rating 02	OFFICER PROJECT Rating 03	OFFICER PROJECT Cat 04	OFFICER PROJECT TOTAL	SURVEYOR & OFFICER PROJECT Rating 01-02 ONLY
Dean Park Place	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ -	£ -	£ -	£ 25,000	£ 25,000
Dean Path	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 40,000	£ -	£ 40,000	£ -
Dells	£ -	£ -	£ -	£ -	£ -	£ 91,000	£ 140,000	£ 20,000	£ -	£ 251,000	£ 231,000
Douglas Haston Wall	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 11,000	£ -	£ 11,000	£ -
DUDDINGSTON CEMETERY	£ -	£ -	£ 7,599	£ -	£ 7,599	£ -	£ -	£ -	£ -	£ -	£ -
EAST PRESTON STREET CEMETERY	£ -	£ 5,244	£ 22,093	£ -	£ 27,337	£ -	£ -	£ -	£ -	£ -	£ 5,244
East Princes Street Gardens	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 100,000	£ -	£ 100,000	£ -
Easter Craiglockhart Hill Local Nature Reserve	£ -	£ -	£ -	£ -	£ -	£ 200,000	£ -	£ 20,000	£ -	£ 220,000	£ 200,000
Ellens Glen	£ -	£ -	£ -	£ -	£ -	£ 30,000	£ -	£ -	£ -	£ 30,000	£ 30,000
Falcon Road	£ -	£ -	£ -	£ -	£ -	£ 70,000	£ -	£ -	£ -	£ 70,000	£ 70,000
Ferry Glen	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 305,000	£ -	£ 305,000	£ -
FERRYMUIR LANE CEMETERY (SOUTH QUEENSFERRY)	£ -	£ 104,163	£ 24,614	£ -	£ 128,777	£ -	£ -	£ -	£ -	£ -	£ 104,163
Figgate Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
Figgate Park West (Figgate Burn Park)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
GOGAR CEMETERY	£ -	£ 11,012	£ 4,702	£ -	£ 15,715	£ -	£ -	£ -	£ -	£ -	£ 11,012
Gorgie/Dalry Community Park	£ -	£ -	£ -	£ -	£ -	£ -	£ 13,000	£ -	£ -	£ 13,000	£ 13,000
GRANGE CEMETERY	£ 198	£ 32,156	£ 73,453	£ -	£ 105,807	£ -	£ -	£ -	£ -	£ -	£ 32,354
Granton Crescent Park	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ -	£ -	£ -	£ 25,000	£ 25,000
GREYFRIARS CHURCHYARD	£ 2,202	£ 75,641	£ 20,461	£ -	£ 98,304	£ -	£ -	£ -	£ -	£ -	£ 77,843
Gypsy Brae Recreation Ground	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 95,000	£ -	£ 95,000	£ -
Hailes Quarry Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 16,000	£ -	£ 16,000	£ -
Harlaw Reservoir & Visitor Centre (Pentland Hills Regional Park)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 150,000	£ -	£ 150,000	£ -
Hawkhill	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 50,000	£ -	£ 50,000	£ -
Hermitage of Braid	£ -	£ -	£ -	£ -	£ -	£ 23,000	£ -	£ 190,000	£ -	£ 213,000	£ 23,000
Inch Park	£ -	£ -	£ -	£ -	£ -	£ 60,000	£ -	£ 50,000	£ -	£ 110,000	£ 60,000
Inchcolm Park	£ -	£ -	£ -	£ -	£ -	£ 20,000	£ -	£ -	£ -	£ 20,000	£ 20,000
Inverleith Park	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ 240,000	£ -	£ -	£ 265,000	£ 265,000
Katesmill	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 60,000	£ -	£ 60,000	£ -
Keddie Gardens Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
KIRKGATE CEMETERY	£ -	£ -	£ 61,119	£ -	£ 61,119	£ -	£ -	£ -	£ -	£ -	£ -
KIRKLISTON CEMETERY	£ -	£ 42,200	£ 440	£ -	£ 42,640	£ -	£ -	£ -	£ -	£ -	£ 42,200

LOCATION	SURVEYOR PROJECT Rating 01	SURVEYOR PROJECT Rating 02	SURVEYOR PROJECT Rating 03	SURVEYOR PROJECT Cat 04	SURVEYOR PROJECT TOTAL	OFFICER PROJECT Rating 01	OFFICER PROJECT Rating 02	OFFICER PROJECT Rating 03	OFFICER PROJECT Cat 04	OFFICER PROJECT TOTAL	SURVEYOR & OFFICER PROJECT Rating 01-02 ONLY
Leith Links (East)	£ -	£ 6,371	£ 44,050	£ -	£ 50,421	£ -	£ -	£ -	£ -	£ -	£ 6,371
Leith Links (West)	£ -	£ 42,870	£ 57,658	£ -	£ 100,527	£ -	£ -	£ -	£ -	£ -	£ 42,870
LIBERTON CEMETERY	£ 330	£ 26,980	£ 5,726	£ -	£ 33,037	£ -	£ -	£ -	£ -	£ -	£ 27,311
Little France Park	£ -	£ -	£ -	£ -	£ -	£ 140,000	£ -	£ 50,000	£ -	£ 190,000	£ 140,000
Lochend Park	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ 10,000	£ -	£ 20,000	£ 10,000
Loganlea Avenue	£ -	£ -	£ -	£ -	£ -	£ 20,000	£ -	£ -	£ -	£ 20,000	£ 20,000
London Road Gardens	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 50,000	£ -	£ 50,000	£ -
Magdalene Glen	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ -	£ 25,000	£ -
Malleny Park	£ -	£ -	£ -	£ -	£ -	£ 30,000	£ -	£ 17,000	£ -	£ 47,000	£ 30,000
Meadowfield Park	£ -	£ -	£ -	£ -	£ -	£ 15,000	£ -	£ -	£ -	£ 15,000	£ 15,000
MORNINGSIDE CEMETERY	£ -	£ -	£ 74,579	£ -	£ 74,579	£ -	£ -	£ -	£ -	£ -	£ -
MORTONHALL CEMETERY	£ -	£ 71,470	£ 7,984	£ -	£ 79,454	£ -	£ -	£ -	£ -	£ -	£ 71,470
MOUNT ALVERNIA CONVENT CEMETERY	£ 31,165	£ 1,872	£ -	£ -	£ 33,037	£ -	£ -	£ -	£ -	£ -	£ 33,037
Natural Heritage - City wide	£ -	£ -	£ -	£ -	£ -	£ 225,000	£ -	£ -	£ -	£ 225,000	£ 225,000
NEW CALTON BURIAL GROUND	£ -	£ 39,563	£ 2,992	£ -	£ 42,555	£ -	£ -	£ -	£ -	£ -	£ 39,563
NEWINGTON CEMETERY	£ -	£ 33,037	£ 58,432	£ -	£ 91,469	£ -	£ -	£ -	£ -	£ -	£ 33,037
NORTH LEITH CEMETERY	£ 1,321	£ 17,510	£ 551	£ -	£ 19,382	£ -	£ -	£ -	£ -	£ -	£ 18,831
NORTH MERCHISTON CEMETERY	£ -	£ 2,202	£ 63,321	£ -	£ 65,524	£ -	£ -	£ -	£ -	£ -	£ 2,202
P&G - City wide	£ -	£ -	£ -	£ -	£ -	£ 405,000	£ -	£ 650,000	£ -	£ 1,055,000	£ 405,000
Paties Road Recreation Ground	£ -	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ -	£ -	£ 25,000	£ 25,000
Pentland Hills Regional Park - Harlaw, Bonaly Threipmuir	£ -	£ -	£ -	£ -	£ -	£ 100,000	£ -	£ -	£ -	£ 100,000	£ 100,000
Pentland Hills Regional Park - Harlaw, Bonaly Threipmuir, (Flotterstone)	£ -	£ -	£ -	£ -	£ -	£ 474,671	£ -	£ -	£ -	£ 474,671	£ 474,671
PORTOBELLO CEMETERY	£ -	£ -	£ 126,539	£ -	£ 126,539	£ -	£ -	£ -	£ -	£ -	£ -
Prior to Stockbridge, St Bernard Well, Water of Leith from Dean - Dene Bridge	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ -	£ 10,000	£ 10,000
QUEENSFERRY OLD BURIAL GROUND	£ -	£ -	£ 11,360	£ -	£ 11,360	£ -	£ -	£ -	£ -	£ -	£ -
RATHO CEMETERY	£ -	£ -	£ 14,513	£ -	£ 14,513	£ -	£ -	£ -	£ -	£ -	£ -
Redford Woods	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
Redhall Allotment	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 50,000	£ -	£ 50,000	£ -
River Almond	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 100,000	£ -	£ 100,000	£ -

LOCATION	SURVEYOR PROJECT Rating 01	SURVEYOR PROJECT Rating 02	SURVEYOR PROJECT Rating 03	SURVEYOR PROJECT Cat 04	SURVEYOR PROJECT TOTAL	OFFICER PROJECT Rating 01	OFFICER PROJECT Rating 02	OFFICER PROJECT Rating 03	OFFICER PROJECT Cat 04	OFFICER PROJECT TOTAL	SURVEYOR & OFFICER PROJECT Rating 01-02 ONLY
River Almond, School Brae	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
ROSEBANK CEMETERY	£ 189	£ 84,436	£ 45,232	£ -	£ 129,858	£ -	£ -	£ -	£ -	£ -	£ 84,625
SAUGHTON CEMETERY	£ -	£ -	£ 41,737	£ -	£ 41,737	£ -	£ -	£ -	£ -	£ -	£ -
Saughton Park	£ -	£ -	£ -	£ -	£ -	£ 18,900	£ -	£ 50,000	£ -	£ 68,900	£ 18,900
<i>Saughton Park (Fords Road)</i>	£ -	£ -	£ -	£ -	£ -	£ 12,473	£ -	£ -	£ -	£ 12,473	£ 12,473
SCIENNES HOUSE PLACE JEWISH BURIAL GROUND	£ 2,533	£ 4,845	£ 1,542	£ -	£ 8,920	£ -	£ -	£ -	£ -	£ -	£ 7,378
Sighthill Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 42,000	£ -	£ 42,000	£ -
South Queensferry Walkway - Ferry Glen	£ -	£ -	£ -	£ -	£ -	£ 22,000	£ -	£ -	£ -	£ 22,000	£ 22,000
ST CUTHBERTS CHURCHYARD (COLINTON)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
ST CUTHBERTS CHURCHYARD (EDINBURGH)	£ -	£ 62,550	£ 47,463	£ -	£ 110,014	£ -	£ -	£ -	£ -	£ -	£ 62,550
St Margaret's Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ -	£ 25,000	£ -
ST MARY AND ST JAMES NEWHAVEN BURIAL GROUND	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
ST MARYS CHURCH BURIAL GROUND	£ 4,956	£ -	£ 34,200	£ -	£ 39,156	£ -	£ -	£ -	£ -	£ -	£ 4,956
ST TRIDUANAS BURIAL GROUND AND GATEHOUSE (RESTALRIG KIRKYARD)	£ 8,898	£ 14,404	£ 1,101	£ -	£ 24,403	£ -	£ -	£ -	£ -	£ -	£ 23,302
Starbank Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 30,000	£ -	£ 30,000	£ -
Thriving Greenspaces	£ -	£ -	£ 144,000	£ -	£ 144,000	£ -	£ -	£ -	£ -	£ -	£ -
Victoria Park	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 60,000	£ -	£ 60,000	£ -
Warriston Allotment	£ -	£ -	£ -	£ -	£ -	£ -	£ 20,000	£ -	£ -	£ 20,000	£ 20,000
WARRISTON CEMETERY AND TUDOR BRIDGE	£ 881	£ 65,964	£ 78,849	£ -	£ 145,694	£ -	£ -	£ -	£ -	£ -	£ 66,845
Water of Leith - Dean Village Lindsays Mill	£ -	£ -	£ -	£ -	£ -	£ 50,000	£ -	£ 200,000	£ -	£ 250,000	£ 50,000
Water of Leith - General	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 110,000	£ -	£ 110,000	£ -
Water of Leith (Dean)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
Water of Leith (near Aquaduct)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
Water of Leith, Damside Bridge	£ -	£ -	£ -	£ -	£ -	£ 15,000	£ -	£ -	£ -	£ 15,000	£ 15,000
WAUCHOPE AND NIDDRIE MARISHAL BURIAL GROUND	£ -	£ 18,611	£ 881	£ -	£ 19,492	£ -	£ -	£ -	£ -	£ -	£ 18,611

LOCATION	SURVEYOR PROJECT Rating 01	SURVEYOR PROJECT Rating 02	SURVEYOR PROJECT Rating 03	SURVEYOR PROJECT Cat 04	SURVEYOR PROJECT TOTAL	OFFICER PROJECT Rating 01	OFFICER PROJECT Rating 02	OFFICER PROJECT Rating 03	OFFICER PROJECT Cat 04	OFFICER PROJECT TOTAL	SURVEYOR & OFFICER PROJECT Rating 01-02 ONLY
West Princes Street Gardens	£ -	£ -	£ -	£ -	£ -	£ 12,164	£ 125,000	£ -	£ -	£ 137,164	£ 137,164
Wester Craiglockhart Hill	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000	£ -	£ 10,000	£ -
Windsor Place	£ -	£ -	£ -	£ -	£ -	£ -	£ 40,000	£ -	£ -	£ 40,000	£ 40,000
TOTAL	£ 61,374	£ 1,232,824	£ 1,518,150	£ -	£ 2,812,348	£ 2,172,708	£ 748,000	£ 3,389,000	£ -	£ 6,309,708	£ 4,214,906

SITE REF	LOCATION	ITEM	SERVICE AREA	SURVEY STATUS	WORK AUTHORISED	Total Project Cost with Prelims
SIT0101	Craigmillar Castle Park	Walls, Fences and Gates	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 63,500
SIT0231	Dells	Landslips and Rockfalls	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 66,000
SIT0277	Easter Craiglockhart Hill Local Nature Reserve	Landslips and Rockfalls	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 200,000
<i>SIT0539</i>	<i>Hermitage of Braid</i>	<i>Bridges and Tunnels</i>	<i>P&G</i>	<i>OFFICER PROJECT</i>	<i>COMPLETED - Authorised PMT 2020</i>	<i>£ 23,000</i>
SIT1424	Inverleith Park	Boardwalk	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 15,000
SIT1733	Little France Park	Arboretum	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 40,000
SIT1733	Little France Park	Paths, ramps, stairs and steps	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 100,000
	Loganlea Avenue	Play Area	P&G	OFFICER PROJECT	Authorised	£ 20,000
SIT0946	Saughton Park	Usage Monitoring	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 18,900
<i>SIT0946</i>	<i>Saughton Park (Fords Road)</i>	<i>Walls, Fences and Gates</i>	<i>P&G</i>	<i>OFFICER PROJECT</i>	<i>COMPLETED - Authorised PMT 2020</i>	<i>£ 12,473</i>
SIT1742	South Queensferry Walkway - Ferry Glen	Bridges and Tunnels	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 22,000
	Water of Leith - Dean Village Lindsays Mill	Walls, Fences and Gates	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 50,000
	Water of Leith, Damside Bridge	Bridges and Tunnels	P&G	OFFICER PROJECT	Authorised PMT 2020	£ 15,000
<i>SIT1147</i>	<i>West Princes Street Gardens</i>	<i>Fountain upgrade</i>	<i>P&G</i>	<i>OFFICER PROJECT</i>	<i>COMPLETED - Authorised PMT 2020</i>	<i>£ 12,164</i>
TOTAL						£ 658,037

Ward	Location	Work
1	Allison Park	Paths and Paved Pedestrian Areas
1	Allison Park	Walls, fences and gates
1	Cammo Estate	Walls, fences and gates
1	Cramond Foreshore	Car Parks and Roads
1	Cramond Foreshore	Paths, ramps, stairs and steps
1	Cramond Parish Churchyard Cemetery	Walls, fences and gates
1	Dalmeny Kirk Burial Ground	Perimeter
1	Dalmeny Kirk Burial Ground	Paths and Paved Pedestrian Areas
1	Dalmeny Kirk Burial Ground	Walls, fences and gates
1	Ferrymuir Lane Cemetery (South Queensferry)	External Wall Finish
1	Ferrymuir Lane Cemetery (South Queensferry)	Toilets
1	Ferrymuir Lane Cemetery (South Queensferry)	Roof Structure
1	Ferrymuir Lane Cemetery (South Queensferry)	Ext Doors Glazing & Framing
1	Ferrymuir Lane Cemetery (South Queensferry)	Walls, fences and gates
1	Ferrymuir Lane Cemetery (South Queensferry)	Internal Wall Finish
1	Ferrymuir Lane Cemetery (South Queensferry)	External Decoration
1	Ferrymuir Lane Cemetery (South Queensferry)	Roads and Car Parks
1	Ferrymuir Lane Cemetery (South Queensferry)	Water Services
1	Gogar Cemetery	External works/infrastructure
1	Gogar Cemetery	Walls, fences and gates
1	Inchcolm Park	Play Areas
1	Kirkliston Cemetery	Walls, fences and gates
1	Kirkliston Cemetery	Paths and Paved Pedestrian Areas
1	Kirkliston Cemetery	External works/infrastructure
1	Lauriston Castle	External works/infrastructure
1	Lauriston Castle	Paths and Paved Pedestrian Areas
1	South Queensferry Walkway - Ferry Glen	Bridges and Tunnels
2	Malleny Park	Car Parks and Roads
2	Pentland Hills Regional Park - Harlaw, Bonaly Threipmuir	Toilets
2	Pentland Hills Regional Park - Harlaw, Bonaly Threipmuir, (Flotterstone)	Car Parks and Roads
2	St Marys Church Burial Ground	Walls, fences and gates
2	Water Of Leith - Balerno	Bridges and Tunnels
4	Granton Crescent Park	Play Areas
5	Comely Bank Cemetery	Walls, fences and gates
5	Dean Park Place	Play Areas
5	Inverleith Park	Drainage
5	Inverleith Park	Boardwalk
5	Prior To Stockbridge, St Bernard Well, Water Of Leith From Dean - Dene Bridge	Paths, ramps, stairs and steps
5	Warriston Allotment	Walls, fences and gates
5	Warriston Cemetery And Tudor Bridge	Walls, fences and gates
5	Warriston Cemetery And Tudor Bridge	Paths and Paved Pedestrian Areas
5	Water Of Leith - Dean Village Lindsays Mill	Walls, fences and gates
5	Water Of Leith, Damside Bridge	Bridges and Tunnels
6	Corstorphine Hill Cemetery	Roads and Car Parks
6	St Margaret's Park	Car Parks and Roads
6	St Margaret's Park	Walls, fences and gates
7	Dalry Cemetery	Walls, fences and gates
7	Dalry Cemetery	Paths and Paved Pedestrian Areas
7	Gorgie/Dalry Community Park	Walls, fences and gates
7	North Merchiston Cemetery	Paths and Paved Pedestrian Areas
7	North Merchiston Cemetery	Walls, fences and gates
7	Saughton Park	Usage Monitoring
7	Saughton Park (Fords Road)	Walls, fences and gates
8	Dells	Bridges and Tunnels

Ward	Location	Work
8	Dells	Landslips and Rockfalls
8	Paties Road Recreation Ground	Car Parks and Roads
9	Easter Craiglockhart Hill Local Nature Reserve	Landslips and Rockfalls
10	Falcon Road	Play Areas
10	Hermitage Of Braid	Bridges and Tunnels
11	Calton Old Burial Ground	Walls, fences and gates
11	Calton Old Burial Ground	External works/infrastructure
11	Canongate Churchyard	Paths and Paved Pedestrian Areas
11	Canongate Churchyard	External Wall Finish
11	Canongate Churchyard	Walls, fences and gates
11	Greyfriars Churchyard	Walls, fences and gates
11	New Calton Burial Ground	Walls, fences and gates
11	New Calton Burial Ground	Paths and Paved Pedestrian Areas
11	New Calton Burial Ground	External works/infrastructure
11	St Cuthberts Churchyard (Edinburgh)	Walls, fences and gates
11	St Cuthberts Churchyard (Edinburgh)	Paths and Paved Pedestrian Areas
11	St Cuthberts Churchyard (Edinburgh)	Roads and Car Parks
11	St Cuthberts Churchyard (Edinburgh)	External works/infrastructure
11	West Princes Street Gardens	Fountain upgrade
11	West Princes Street Gardens	Drainage
11	West Princes Street Gardens	Paths, ramps, stairs and steps
12	Dalmeny Street Play Area	Walls, fences and gates
12	Rosebank Cemetery	Walls, fences and gates
12	Rosebank Cemetery	Ceiling Finish
12	Rosebank Cemetery	Paths and Paved Pedestrian Areas
12	Rosebank Cemetery	Fixtures and Fittings
12	Rosebank Cemetery	Floor Finishes
12	Rosebank Cemetery	Water Services
13	Kirkgate Cemetery	External works/infrastructure
13	Leith Links (East)	Walls, fences and gates
13	Leith Links (East)	Convert three bowling greens to allotments
13	Leith Links (West)	Paths and Paved Pedestrian Areas
13	Leith Links (West)	Walls, fences and gates
13	North Leith Cemetery	Walls, fences and gates
14	Duddingston Cemetery	Walls, fences and gates
14	Lochend Park	Drainage
14	Loganlea Avenue	Play Areas
14	Meadowfield Park	Play Areas
14	St Triduanas Burial Ground And Gatehouse (Restalrig Kirkyard)	Walls, fences and gates
14	St Triduanas Burial Ground And Gatehouse (Restalrig Kirkyard)	Drainage (including rainwater goods and pipes)
15	Buccleuch Parish Church Cemetery	Walls, fences and gates
15	Craigmillar Castle Park Cemetery & Waiting Room	Fascia/Soffit/Bargeboard
15	Craigmillar Castle Park Cemetery & Waiting Room	Window Ironmongery & Access Controls
15	Craigmillar Castle Park Cemetery & Waiting Room	Door Ironmongery & Access Controls
15	Craigmillar Castle Park Cemetery & Waiting Room	Internal Decoration
15	Craigmillar Castle Park Cemetery & Waiting Room	Walls, fences and gates
15	Craigmillar Castle Park Cemetery & Waiting Room	Paths and Paved Pedestrian Areas
15	East Preston Street Cemetery	Walls, fences and gates
15	Grange Cemetery	Paths and Paved Pedestrian Areas
15	Grange Cemetery	Walls, fences and gates
15	Grange Cemetery	Drainage (including rainwater goods and pipes)
15	Inch Park	Play Areas
15	Newington Cemetery	Paths and Paved Pedestrian Areas
15	Sciennes House Place Jewish Burial Ground	Walls, fences and gates

Ward	Location	Work
16	Burdiehouse Burn Local Nature Reserve	Paths, ramps, stairs and steps
16	Ellens Glen	Landslips and Rockfalls
16	Liberton Cemetery	Walls, fences and gates
16	Liberton Cemetery	External works/infrastructure
16	Liberton Cemetery	Paths and Paved Pedestrian Areas
16	Mortonhall Cemetery	Paths and Paved Pedestrian Areas
16	Mortonhall Cemetery	Walls, fences and gates
16	Mount Alvernia Convent Cemetery	Walls, fences and gates
17	Craigmillar Castle Park	Walls, fences and gates
17	Little France Park	Arboretum
17	Little France Park	Paths, ramps, stairs and steps
17	Wauchope And Niddrie Marishal Burial Ground	Walls, fences and gates
17	Windsor Place	Walls, fences and gates
City	Natural Heritage - City Wide	Paths, ramps, stairs and steps
City	P&G - City Wide	Usage Monitoring
City	P&G - City Wide	Interpretation and Signage
City	P&G - City Wide	Green Flag Performance Issues & Estates Estimates
City	P&G - City Wide	Waste bins
City	P&G - City Wide	High Priority Survey Costs
City	P&G - City Wide	TGS Match Funding

Culture and Communities Committee

10am, Tuesday, 15 June 2021

Community access to secondary school sports facilities – Queensferry High School and Bangholm Recreation Ground

Item number
Executive/routine
Wards 1 - Almond, 4 -
Forth
Council Commitments

1. Recommendations

1.1 The Culture and Communities Committee is asked to:

- 1.1.1 To approve the transfer of Queensferry High School and Bangholm Recreation Ground from Edinburgh Leisure's core venue operation to their community access to secondary school sport venue operation from the start of the 22/23 financial year.

Julien Kramer

Interim Director of Communities and Families

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Community access to secondary schools' sports facilities – Queensferry High School and Bangholm Recreation Ground

2. Executive Summary

- 2.1 Following the completion of the new Queensferry High School and with approval now in place to construct a new school sport centre for Trinity Academy at Bangholm Recreation Ground, Edinburgh Leisure have asked for approval to transfer both venues from their core operation to their community access to secondary school sport venue operation.

3. Background

- 3.1 Edinburgh Leisure have managed community access to Queensferry High School's sports facilities on behalf of the Council since 1998.
- 3.2 Bangholm Recreation Ground is one of the Council's central playing field venues. The management of central playing venues was transferred to Edinburgh Leisure in 2010.
- 3.3 As part of the redevelopment of Trinity Academy, a new school sport centre will be constructed at Bangholm Recreation Ground. Planning permission has been granted and work has started on-site. The new centre will have a 4 court games hall, 2 court gym hall, fitness suite and dance studio. It is scheduled to be completed by spring 2022.

4. Main report

- 4.1 Since 2016, the management of community access to secondary school sport facilities has transferred to Edinburgh Leisure.
- 4.2 All schools have transferred apart from Leith Academy and Wester Hailes Education Centre. Both schools were scheduled to transfer on 1 April 2020 but due to Covid-19, this was put on-hold. The transfer is now likely to take place later this year.

- 4.3 The operation of Queensferry High School and Bangholm Recreation Ground is currently covered by grant payments made by the Council to Edinburgh Leisure for their management of the Council's core sport and leisure estate and central playing fields estate.
- 4.4 With the construction of the new Queensferry High School and the confirmation of a new school sport centre to be built at Bangholm Recreation Ground, Edinburgh Leisure would like to adjust their organisational structure by re-aligning these venues from their core operation to their community access operation.
- 4.5 Transferring both venues to Edinburgh Leisure's community access to secondary school sport facilities operation would mean that any profit or loss from both sites (income from lets minus costs and operational expenditure incurred by Edinburgh Leisure) would be returned to the Council.
- 4.6 Council officers work closely with Edinburgh Leisure colleagues to monitor budgets from their community access operation and would ensure that both venues work to at least a break-even position.

5. Next Steps

- 5.1 If approved by committee, Council and Edinburgh Leisure officers will carry out the necessary work for the re-alignment of Queensferry High School's community access budget to be completed by and start from 1st April 2022.
- 5.2 Bangholm Recreation Ground will be re-aligned once the new school sport centre opens in spring 2022.

6. Financial impact

- 6.1 The Queensferry High School community access service has operated at an average annual net surplus of approximately £5K over recent years, with the exception of 2020/21 where all services were negatively impacted by the coronavirus pandemic. Following the transfer of the service from the core Edinburgh Leisure operation this surplus would be received by the Council.
- 6.2 The new Bangholm Recreation Ground will provide a significantly enhanced service and therefore comparison to previous activity levels and associated costs and income would not be relevant. The Council will take account of the costs and associated income from providing the new community access service within the 2022/23 budget process. This will include the costs of facilities management, utilities, maintenance, leisure attendants and associated income to be achieved from lets.

7. Stakeholder/Community Impact

7.1 None

8. Background reading/external references

- 8.1 Corporate Policy and Strategy Committee Report 4 October 2016
- 8.2 Corporate Policy and Strategy Committee Report 14 June 2016
- 8.3 Education, Children, and Families Committee Report 24 May 2016
- 8.4 Corporate Policy and Strategy Committee Report 17 May 2016
- 8.5 Corporate Policy and Strategy Committee Report 29 September 2015
- 8.6 Culture and Sport Committee Report 11 March 2014
- 8.7 Education, Children, and Families Committee Report 15 August 2017
- 8.8 Education, Children & Families Committee Report 11 December 2018
- 8.9 Education, Children & Families Committee Report 16 August 2019

9. Appendices

None

Culture and Communities Committee

10.00am, Tuesday, 15 June 2021

Lauriston Farm, Edinburgh – Proposed Lease

Executive/routine	Routine
Wards	Ward 1 - Almond
Council Commitments	2.44

1. Recommendations

- 1.1 It is recommended that Committee notes that the Finance and Resources Committee, on [20 May 2021](#), approved a 25-year lease of the land at Lauriston Farm to Edinburgh Agroecology Co-op CIC (EAC) on the terms outlined in this report.

Paul Lawrence

Executive Director of Place

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Lauriston Farm, Edinburgh – Proposed Lease

2. Executive Summary

- 2.1 The Council own the land known as Lauriston Farm, near Cramond, which until 2020 was leased for grazing purposes. The Council has received a proposal from Edinburgh Agroecology Co-op CIC (EAC) for a community farm to be established on the land. Committee is asked to note this lease on the terms and conditions outlined in the report.

3. Background

- 3.1 In [March 2018](#), the Housing and Economy Committee agreed the high-level objectives for the regeneration of Granton Waterfront including the intention to work collaboratively with the public-sector partners and the local community to develop a vision for Granton. This included agreement to undertake work to update frameworks and studies to support future development.
- 3.2 Later the same year, the Council purchased the Forthquarter site with other land in Granton Waterfront, owned by Waterfront Edinburgh Limited (WEL/EDI), also transferred to the Council. A multi-disciplinary team was appointed to prepare a Development Framework and a high level programme delivery plan for Granton Waterfront.
- 3.3 The Development Framework, which will guide future development within Granton Waterfront, was approved by the Planning Committee on [26 February 2020](#). This guidance sets out the ambition to transform this former industrial site into a new vibrant, healthy and sustainable city quarter which will, with time, redefine Edinburgh into one of Europe's top Waterfront destinations to live, learn, work and visit.
- 3.4 The Council now owns approximately 120 acres of developable land within the Granton Waterfront area, creating a unique opportunity for the Council to take an infrastructure first approach and work in collaboration with key partners and the community to deliver exemplar regeneration. In addition, there is around 200 Ha of existing open space located on the north shore stretching between Cramond to the west and Gypsy Brae to the east. The area currently contains farmland, a golf course, Lauriston Castle and includes the 3.5km coastline and promenade edge. As

part of the regeneration, the Council have set out a vision which will optimise the use of this green space with the aim of creating one of Europe's largest coastal parks. A strategy and action plan to deliver on this vision will be developed over time in line with key stakeholders and the wider community.

- 3.5 The land currently known as Lauriston Farm, is located towards Cramond and extends to approximately 40.92 hectares (101 acres) as shown outlined in red on the plan attached as Appendix 1. Until 2020 the land was let on annual basis for grazing purposes.
- 3.6 The Council has been approached by EAC, a community interest company, to take a lease over the land on which to establish an urban farm. The aim is to create an exemplar model of urban agroecology farming, habitat creation and multifunctional land use that benefits, supports and regenerates the environment and those connected to it. At the heart of the approach is the concept of regenerative land management, food production and healthy communities. This proposal aligns with the overall vision of the Framework to create a new vibrant, healthy and sustainable city quarter.

4. Main report

- 4.1 EAC has submitted a business plan to the Council which outlines the vision for the land, including;
- Increasing biodiversity;
 - Use of Agroforestry systems (land use management system in which trees/shrubs are grown amongst crops);
 - Organic food growing – no dig method with zero chemical use;
 - Habitat enhancement;
 - Work towards becoming carbon negative;
 - Job creation; and
 - Working with communities.
- 4.2 The project will initially focus on creating a market garden, building the project's infrastructure, including its hedgerows, rewilding areas and agroforestry systems; instigating a diverse and soil-building crop rotation on a field scale; setting up the community area and engagement activities and researching the second stage of business opportunities, which may include some of the following: cut-flowers business, herbal medicine garden, seed business and plant nursery.
- 4.3 Adopting the agroecological farming practices, both short and longer term food production will be established, beginning with soft fruit and vegetables and expanding to include top fruit, grains and pulses. The aim is to create a sustainable source of produce to assist with alleviating food poverty.

4.4 Community involvement will include the creation of allotments, a community orchard and a community education hub.

4.5 EAC are seeking an initial 25 year lease of the land and the following provisional terms have been agreed:

- Subjects: Land at Lauriston Farm;
- Tenant: Edinburgh Agroecology Co-op CIC;
- Term: 25 years from date of entry;
- Rent: £8,000 per annum;
- Rent Review: 10 yearly on an upwards only basis;
- Break Option: The tenant will have the benefit of a break option at any time during the lease on serving not less than six months written notice on the Council to this effect; The landlord will be entitled to bring the lease, or part thereof in respect of land to be leased, to an end should the tenant fail to meet the Key Performance Indicators (as agreed by both parties) for two successive years;
- Use: The land will be used as a Community Urban Farm and will include, but not be limited to, the following- Crop Growing, Market Garden, Allotments;
- Repair: The tenant will accept a full repairing liability for the land and walls/fences which enclose the perimeter (subject to a schedule of condition);
- Conditions:
 - i) The tenant obtaining all relevant permissions and licences relevant with the proposed use of the land;
 - ii) The tenant securing funding for at least set up/infrastructure/operational costs for the first two years after the date of entry;
 - iii) Evidence that the tenant will establish a communications and marketing strategy to the satisfaction of the Council;
 - iv) The tenant setting up a Committee of individuals with relevant expertise and community representation to the satisfaction of the Council;
 - v) Evidence that the tenant will work to establish research and academic partnerships and community organisation/local school partnerships to the satisfaction of the Council;
 - vi) A commitment on the part of the tenant to provide an annual report to the Council on progress over the preceding 12 months set against the agreed Key Performance Indicators;

vii) The tenant agreeing to a right of access to the Council throughout the period of the lease to undertake works in connection with the Open Space development plan, such works not to have an adverse impact on the land being suitable for the permitted use.

- 4.6 Through the use of agreed Key Performance Indicators, Lauriston Farm's performance will be reviewed against an agreed baseline. This will ensure that the Council has a mechanism to reduce the overall area of land to be leased to the group should there be a risk that this would remain unutilised.

5. Next Steps

- 5.1 On 20 May 2021, the Finance and Resources Committee approved the proposed lease terms as set out above. Following Committee, this lease will be put in place.

6. Financial impact

- 6.1 A rent of £8,000 per annum will be payable to the General Fund. This reflects the rental that was previously received from the land when it was used for grazing purposes.

7. Stakeholder/Community Impact

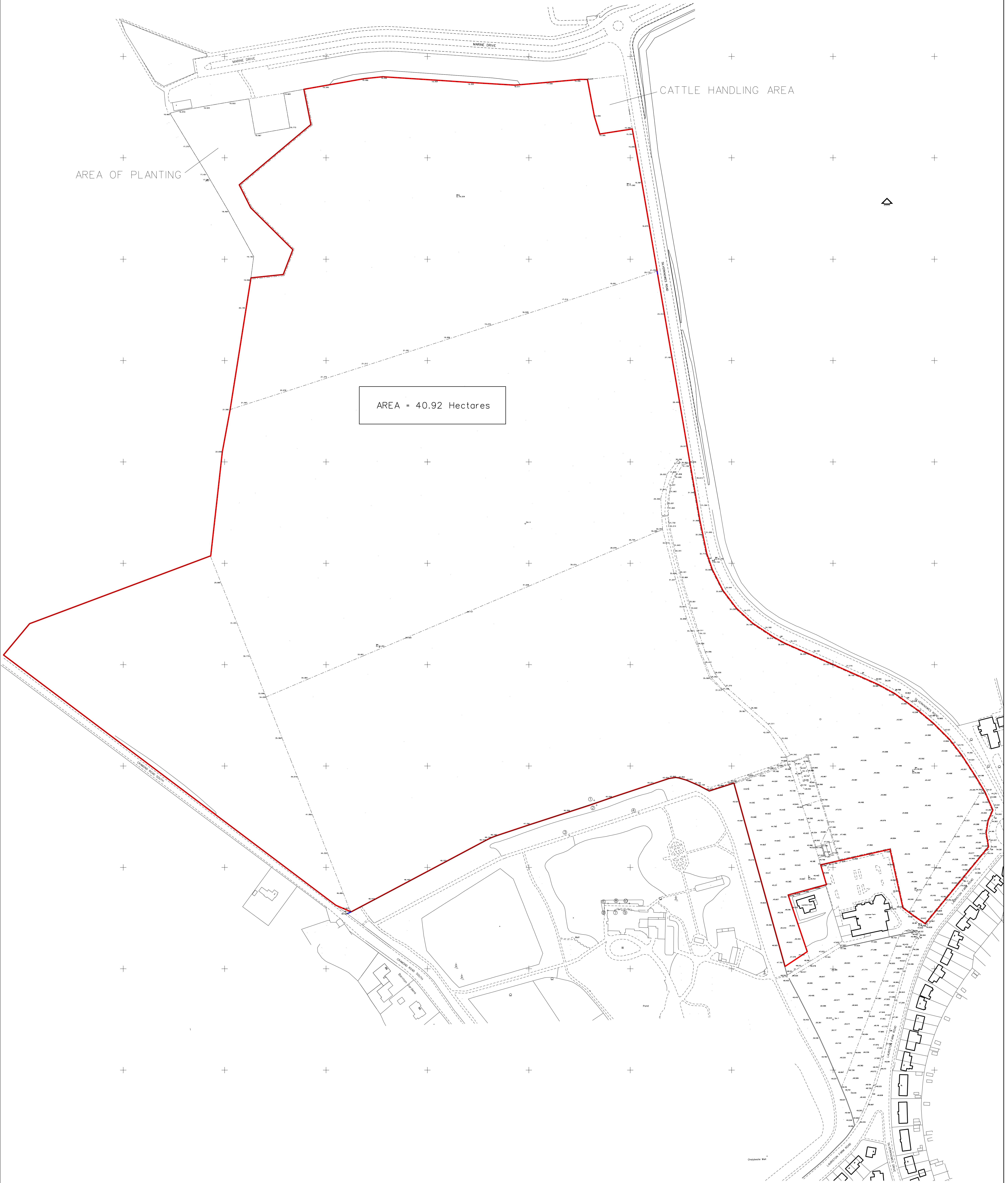
- 7.1 Ward members have been made aware of these lease arrangements.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – Location Plan.
9.2 Appendix 2 – Concept Image.



• EDINBURGH •
 THE CITY OF EDINBURGH COUNCIL
 PROPERTY AND FACILITIES MANAGEMENT
 RESOURCES

Agricultural Grazing Land
 Lauriston Farm Road
 AREA - 40.92Ha
 EDINBURGH

DATE	7/6/21	SCALE	1:2500
SURVEYED BY	F McDonald/M Ballantyne		
DRAWN BY	Mark Ballantyne		
SCALE	1:2500 @ A2 SIZE		
NEG. NO.	NT 2076/A0/19 a		



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Culture and Communities Committee

10am, Tuesday, 15 June 2021

Anti-Social Behaviour Motion Report

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 This report was taken to Policy and Sustainability on 20 April 2021. The below recommendations were approved:
 - 1.1.1 Committee are asked to note the response to the motion as set out below.
 - 1.1.2 Committee are asked to approve the revised City of Edinburgh Council Anti-Social Behaviour Procedure under Appendix 1.
 - 1.1.3 Committee requests the Head of Safer and Stronger Communities to provide an update report before the end of 2021 confirming adherence to the new procedure.

Jackie Irvine

Head of Safer and Stronger Communities and Chief Social Work Officer

Contact: Jon Ferrer, Quality, Governance and Regulation Senior Manager

E-mail: Jon.Ferrer@edinburgh.gov.uk | Tel: 0131 553 8396

Anti-Social Behaviour Motion Report

2. Executive Summary

- 2.1 The following report is in response to a motion by Councillor Doggart with regard to an upheld complaint against the Council by the SPSO (Case Reference 201906053).
- 2.2 The report provides a response to the following individual questions raised as part of that motion, including;
 - 2.2.1 Council policy regarding tenants against whom repeated allegations of Anti-Social Behaviour have been made;
 - 2.2.2 The responsibilities within the Council for delivering Anti-Social Behaviour policies;
 - 2.2.3 The reasons that contributed to a failure in this case, including the failure to keep reasonable records;
 - 2.2.4 Any changes to policy or process considered in light of this case;
 - 2.2.5 Reassurance that any consideration of the relocation of Council tenants would strongly favour the victims over the perpetrators of alleged Anti-Social behaviour.

3. Background

- 3.1 The Anti-Social Behaviour (ASB) complaint was first reported in March 2018. The service complaint was received on 2 July 2019, citing failures in service delivery over the preceding 14 months.
- 3.2 The Council's stage 2 complaint response letter was issued to the complainant on 28 August 2019. Two of the 3 complaint headers were fully upheld. The overall complaint was partially upheld.
- 3.3 The complaint was escalated to the SPSO, who concluded similar failings following its own review of the complaint but acknowledged errors had been recognised by the Council in the complaint investigation response. A further written apology was

issued to the complainant in October 2020, which reflected actions taken against 4 recommendations made by the SPSO.

- 3.4 All recommendations were completed and reported back to SPSO on 24 October 2020. The SPSO was satisfied with the action taken by the Council.
- 3.5 The investigation undertaken by the Council and subsequent SPSO review concluded the following:
 - 3.5.1 There was a failure to follow up on agreed actions by the Family and Household Support Service (FHS).
 - 3.5.2 Reported ASB Incidents were not recorded in accordance with Procedure.
 - 3.5.3 The Council Officer responsible for screening and allocation of the ASB complaint/referral failed to offer written updates or maintain reasonable contact with the complainant. No immediate action was taken to progress the enquiry i.e. stair investigation following the ASB reports made in 2018.
 - 3.5.4 The FHS service failed to undertake an ASB 'stair investigation' immediately following initial reports of ASB, which, had it taken place, may have expedited the sequence of events, such as issuing of the initial and final warnings, leading to an earlier application for Anti-Social Behaviour Order (ASBO).
 - 3.5.5 Neither the case or the capacity issues cited by the responsible officer were escalated or raised with the Team Manager.
 - 3.5.6 Once the Team Manager had been made aware of the complaint and expression of dissatisfaction, they failed to undertake sufficient enquires, or seek to intervene or review support and intervention offered by the service to that point.
- 3.6 An ASBO was granted against the Person of Interest on 11 September 2020. The perpetrator and subject of the ASBO moved from the offending property in September 2020. The case was closed to the Family and Household Support Service in October 2020. Final contact with the complainant was undertaken on 16 October 2020 as part of a planned exit agreement with the complainant and their family.

4. Main report

- 4.1 The Council's response to Anti-Social Behaviour is governed by legislation, where the standard of proof is prescribed by the court. Individual council officers are unable to influence or effect the threshold under which legal enforcement action, such as eviction and repossession proceedings or applications for ASBO's can be executed.

- 4.2 The City of Edinburgh Council's Family and Household Support Service, formed in 2017 has a remit to respond to and manage cases of residential ASB, Noise and Nuisance behaviour, it also has a wider remit for aspects of Community Safety.
- 4.3 Legal action open to Local Authorities includes, but is not limited to:
 - 4.3.1 Application to court for an ASBO.
 - 4.3.2 Application to court for an Anti-Social Behaviour Notice (ASBN)
 - 4.3.3 Eviction (schedule 2 ground Housing (Scotland) Act 2001, noting 2014 Housing (Scotland) Act changes).
- 4.4 The Family and Household Support service works closely with Council solicitors to operate within the legislative framework and where necessary and appropriate take formative action by preparing cases for court.
- 4.5 Whilst it is acknowledged the impact of anti-social and significant nuisance behaviour, including noise, can be distressing, disruptive and damaging for individuals, families and households, punitive enforcement action, such as an ASBO, can only be pursued where the legal criteria has been satisfied.
- 4.6 Crucially the party applying for the ASBO is required to persuade the court it is necessary to prevent future occurrences of relevant harm from occurring and that the conduct complained of is capable of causing alarm and distress.
- 4.7 Where there exists a sequence of reported episodes of clear and direct ASB taking place within a relatively short period of time, steps can be taken quickly to issue an initial warning, and where sufficient evidence and collaboration exist, a final written warning that can lead to legal action being pursued.
- 4.8 The use of initial and final written warnings is one approach in which to set clear expectations on individuals and households. Such warnings are in place for a predetermined period of time where behaviour is deemed unacceptable or significantly impacts on quality of life or, where it places others in fear and alarm.
- 4.9 All cases must be supported by a robust body of evidence, which can include:
 - 4.9.1 victim impact statements.
 - 4.9.2 reported incidents/events/episodes to police using 101 or 999.
 - 4.9.3 convictions (including drug related offences and domestic abuse) when utilised to demonstrate breach of tenancy agreement.
 - 4.9.4 collaboration (evidence) gathered through localised investigation and enquiry.
 - 4.9.5 use of a RIPSAs (The Regulation of Investigatory Powers (Scotland) Act 2000) application for covert surveillance and sound recording.
 - 4.9.6 significant breach of the tenancy agreement.
- 4.10 In contrast an accumulation of infrequent episodes that takes place over an extended period of time, i.e. years, may not necessarily provide sufficient grounds

to pursue enforcement action, even in cases where a recent episode of ASB or noise has been reported. In a small number of cases where a final warning has expired without incident, similar patterns of behaviour can and do re-emerge. Further delay can be experienced where ASB is taking place but is not reported at the time of the occurrence, thus affecting the effectiveness of any active enquiry or investigation against the perpetrator.

- 4.11 Such outcomes can serve to aggravate, frustrate and compound an already difficult situation, as such it is imperative, council officers charged with compiling evidence in ASB cases do so with a clear understanding of how that evidence will be used in court.
- 4.12 Ineffective case management, as was observed in this case can cause frustration for the victims, particularly if it is not clear what action is being taken.
- 4.13 Cases where there is a sole complainer, can prove significantly challenging as it means if in the event an ASBO is granted by the court, it would be unlikely there would ever be a sufficiency of evidence to prove a prosecuted breach of the ASBO due to the requirements of corroboration of evidence in criminal proceedings. This can be further compounded by the grading of Police responses to calls where other crimes are given priority, meaning that it may be the case that in practical terms police officers may not be available to respond soon enough to witness the behaviour in breach of the ASBO complained of, if at all.
- 4.14 Given the complexities described above it is essential each case is managed on its individual merits and presenting issues. The Council's approach is heavily influenced by matters associated with the time, sequence and context of events and episodes, such as the frequency and severity of the alleged ASB and noise incidents, the degree of assessed (imminent and perceived) risk, the frequency of reporting and the accumulation of reports of ASB (to police and Council).
- 4.15 Mitigating or aggravating factors such as behaviour that cause distress, alarm or fear, where not intended (where perceived to be without malice), such as behaviours that manifest as a result of mental health, addiction and trauma, require an assessment of need and risk (ANR) to support any ultimate decision to pursue enforcement action. It is the case that current legislation and court precedent require Local Authorities to have exhausted all reasonable steps to assist the person to change or modify their behaviour, to seek support to address its cause and to recognise the impact on others, before seeking to use enforcement or punitive action.
- 4.16 The FHS service operate a model of concurrent assessment, planning and intervention that recognises risk, need and vulnerability alongside the impact of behaviour. Officers investigating ASB will also consider carefully any assessed need or vulnerability of the person displaying the behaviour and will seek to support behaviour change where there is a willingness to so.
- 4.17 The option of an alternative property/tenancy will in some circumstances be explored with both parties where ASB is alleged. It is not standard practice to seek

to relocate or encourage victims of ASB to move or relinquish their tenancy, this is not a solution and does not address the cause of ASB.

- 4.18 However, it is the case that where the personal impact of ASB on the victim, their family and/or relationships is significant and may be exacerbating an already delicate situation (victim suffers from mental health or anxiety etc) a temporary or permanent move can be an acceptable and effective solution, elevating the immediate pressure, and in some cases providing a positive outcome. It would never be the case that if/when such a transfer was mutually agreed that the Council would close the ASB case or cease activity to secure legal or enforcement action where required.
- 4.19 ASB and the associated impact, is a matter that requires close cooperation and collaboration between services and partners, crucially Police Scotland, Housing and Legal Services.

Revised ASB Procedure and current practice parameters

- 4.20 In 2019 the FHS service manager commissioned a review of the current suite of ASB procedures and associated guidance. A revised, updated and compliant suite of procedures (see Appendix 1), practice standards and service operating models were developed in readiness for launch in March 2020.
- 4.21 Launch of the new procedures was delayed due to the impact of Covid19.
- 4.22 Work began again in earnest in August 2020 and a final set of 'draft documents' were completed and subject to user testing between September 2020 and January 2021. The ASB Procedure has been further strengthened by the introduction of;
- 4.22.1 a new duty.
 - 4.22.2 screening and allocation system.
 - 4.22.3 case management and review protocols.
 - 4.22.4 operational standards associated with contact with service users and,
 - 4.22.5 case closure protocols.
- 4.23 Due to the current restrictions imposed due to CVD19 and requirements for social distancing the FHS service are currently operating under the parameters of *Phase 1: Resumption of Service*. As such all **face to face** contact with service users must be subject to a Health and Safety risk assessment and approved by a service manager, satisfying one or more of the following criteria.
- 4.24.1 Complex ASB investigation, in particular threatening behaviour with perceived risk of violence or harm.
 - 4.24.2 Duty of care and welfare cases (non ASB); where risk/vulnerability deemed critical and urgent (not child or adult protection) i.e. harassment, risk of family breakdown.
 - 4.24.3 Task oriented activity that is critical to existing support plan and cannot be achieved remotely, or where the nature of support offered is conducive to

face to face contact (service users with visual/hearing impairments, mental health, learning disabilities and those with no access to digital platform).

- 4.24.4 Case by exception, observational visit (i.e. escalation in noise, hoarding causing infestation, health concern, suicidal ideations).
- 4.24.5 Pre-Referral-Screening (diversion from Childrens Reporter).
- 4.24.6 'Safe Space' office-based appointments (Council Resilience Centres, CRCs).

5. Next Steps

- 5.1 The Committee are asked to approve the implementation of the new ASB Procedure (Appendix 1).
- 5.2 The Family and Household Support Service has undertaken a comprehensive review of all ASB, and associated procedures, protocols and operating standards and full implementation will take place incrementally between March and June 2021.
- 5.3 Revised service standards will be used as a means to measure effectiveness including case management oversight and quality of recording.
- 5.4 The revised Procedure and accompanying guidance are underpinned by the Scottish Government's National Framework for Preventing Anti-Social Behaviour - Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland. As such:
 - 5.4.1 All complaints of Anti-Social Behaviour shall be considered and screened for their suitability for mediation.
 - 5.4.2 In all cases FHS staff shall take a restorative approach to dealing with people complaining about ASB and those complained against.
 - 5.4.3 FHS staff shall place Anti-Social Behaviour, those involved and those affected by it, in the wider context of people's previous experiences and circumstances, taking a trauma-informed approach, and, taking a systemic approach, considering all relevant influential factors.
- 5.5 The revised Procedure sets out the approach that will be taken by FHS based on the principles of Prevention and Early Intervention, addressing the root causes of ASB and recognising the wider environmental and cultural context in which some ASB occurs.
- 5.6 The revised Procedure will also:
 - 5.6.1 clarify the role and responsibility of FHS staff when responding to and investigating complaints of ASB and Noise.
 - 5.6.2 offer a clear operational definition and pathway when investigating complaints of ASB and Noise.

5.6.3 provide clear standards of practice, communication and expectations when producing written records associated with the investigation of complaints of ASB and Noise.

5.7 In all cases of ASB, Family and Household Support staff shall seek to effect change for individuals, households and communities through a combination of a high level of 'support and challenge'. This may include the use of enforcement action including Warnings, Anti-Social Behaviour Orders and Evictions where it is considered such action will help to effect long term, sustained change. FHS will continue to offer support to individuals and households in such circumstances.

6. Financial impact

6.1 The Family and Household Support Service is fully funded by the City of Edinburgh Council. All work referred to above is resourced from within its service dedicated budget. As such there is no additional financial impact identified.

7. Stakeholder/Community Impact

7.1 The work of the Family and Household Support Service is closely aligned with the Edinburgh Community Safety Strategy (2020-2023), Community Justice Outcome Improvement Plan (CJOIP), Young People's Strategy and the aims and ambition as set out under the Council's Business Plan; Poverty and Prevention Programme.

8. Background reading/external references

8.1 None.

9. Appendices

9.1 Appendix 1 – Anti-Social Behaviour Procedure (Draft).

Procedures for Investigating Complaints of Anti-Social Behaviour by Family and Household Support

VERSION

VERSION1.2

IMPLEMENTATION DATE

00/00/0000

REVIEW DATE

00/00/0000

DEPARTMENT RESPONSIBLE:

Department:	Communities and Families		
Division:	Safer and Stronger Communities		
Section:	Quality, Governance and Regulation: Family and Household Support Service		
Owner:	Jon Ferrer		
DPIA :	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
	Link to DPIA:		
If appropriate, has Health and safety had oversight of this procedure	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A <input type="checkbox"/>		
	Name of contact:		Date:

VERSION HISTORY

VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
1.2	Jon Ferrer	15/01/21	Final editing	Scott Watson

VERSION HISTORY

VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR

DRAFT

PURPOSE

1.1 This Procedure will:

- Clarify the role and responsibility of Family and Household Support staff when responding to and investigating, complaints of household, domestic and some community based Anti-Social Behaviour
- Explain the definition of Anti-Social Behaviour for Family and Household Support staff
- Explain the process for Family and Household staff when responding to, and investigating complaints of Anti-Social Behaviour
- Set out the standards and expectations for Family and Household Support staff in responding to, and investigating, complaints of Anti-Social Behaviour
- Support Family and Household Support staff by offering direction and guidance when responding to complaints of Anti-Social Behaviour.

1.5 This Procedure and accompanying guidance are underpinned by the Scottish Government's National Framework for Preventing Anti-Social Behaviour- Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland.

1.6 The Procedure sets out the approach that should be taken by Family and Household Support based on the principles of Prevention and Early Intervention, addressing the root causes of Anti-Social Behaviour, recognising the wider environmental and cultural context in which some Anti-Social Behaviour occurs.

1.7 Family and Household Support staff shall approach complaints of Anti-Social Behaviour within the framework of Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland, along with Family and Household Support's Three Pillars of Practice: Mediation, Restorative Practice, and Systemic Approach. As such:

- All complaints of Anti-Social Behaviour shall be considered and screened for suitability for Mediation
- In all cases Family and Household Support staff shall take a restorative approach to dealing with people complaining about Anti-Social Behaviour and those complained against
- FHS staff shall place Anti-Social Behaviour, those involved and those affected by it, in the wider context of people's previous experiences and circumstances, taking a trauma-informed approach, and, taking a systemic approach, considering all relevant influential factors.

1.8 In all cases of Anti-Social Behaviour, Family and Household Support staff shall seek to effect change for individuals, households and communities through a combination of a high level of 'support and challenge'. This may include the use of enforcement action including Warnings, Anti-Social Behaviour Orders and Evictions where it is considered such action will help to effect long term, sustained change. FHS will continue to offer support to individuals, households and communities in such circumstances.

1.9 FHS staff shall use the Civica Authority Public Protection (APP) system as the primary recording system for complaints, enquiries about, and investigations into, Anti-Social Behaviour.

SCOPE

1. This Procedure applies to all Family and Household Support staff who are involved in:
 - The management and oversight of Anti-Social Behaviour complaints, enquires and investigations
 - Making further enquiries into, and investigating complaints about, Anti-Social Behaviour.
2. This Procedure shall be followed by Family and Household Support staff investigating Anti-Social Behaviour in the following tenancy types:
 - Council tenancy
 - Sheltered Housing tenancy, when this is a Council tenancy
 - Private rented accommodation
 - Owner occupier
 - Private, Short-Term Lets including 'Party Flats' and 'Airbnb' type accommodation
 - Where Anti-Social Behaviour occurs within the boundaries of the City of Edinburgh Council.

This may include Anti-Social Behaviour conducted by a person or group of people who visit the City of Edinburgh Council but are not resident in the City of Edinburgh Council area.

3. This Procedure shall be followed, in conjunction with any accompanying guidance on specific tenant tenures, by Family and Household Support staff investigating household and community based Anti-Social Behaviour, where the person, or group, being complained about is a:
 - Council tenant
 - Sheltered Housing Council tenant
 - Tenant of private rented accommodation
 - An owner occupier
 - Private Short Term Lets
 - Where it has been agreed with a Registered Social Landlord that the Local Authority in its strategic capacity is best placed to do so.
4. This procedure shall be followed when Family and Household Support staff are working in partnership with Police in relation to criminal activity which also has elements of Anti-Social Behaviour. This may include situations of seeking Anti-Social Behaviour Orders to ban an individual from entering certain geographical areas of the City of Edinburgh.

TERM	DEFINITION
Private, Short Term Let	<p>A short term let is a property which is let out to visitors on a commercial basis for short periods of time. Often the whole property is let as holiday accommodation. In other cases, the host will continue to live in the property and let out a room or rooms to visitors. Airbnb is a platform for owners who want to advertise their property or room to others. There are other platforms in addition to Airbnb. Some owners advertise using social media or other forums such as Gumtree.</p> <p>http://www.edinburgh.gov.uk/info/20058/private_housing/1210/report_a_problem_with_a_short_term_let_or_party_flat</p> <p>'Airbnb Inc.' is an online marketplace for arranging or offering lodging, primarily homestays, or tourism experiences. The company does not own any of the accommodation, nor does it host events; it acts as a broker, receiving commissions from each booking.</p> <p>Some people use the term 'Airbnb' as a catch-all for Short-Term Lets, also known as 'Part Flats'</p> <p>A party flat is a property (often a 'short term let') that is rented by a group of people often with the purpose of having a 'party' or entertainment (such as stag or hen groups) without the consideration of the impact on neighbours or the local community. This usually results in some form of Anti-Social Behaviour resulting in complaints about noise. 'Party flats' are often unregistered, short term lets and as well as complaining to FHS about Anti-Social Behaviour, the public may complain to licensing and planning.</p> <p>http://www.edinburgh.gov.uk/info/20058/private_housing/1210/report_a_problem_with_a_short_term_let_or_party_flat</p>
APP (Civica APP)	Civica APP is...recording system Family and Household Support will use to record and store information, actions and decision taken.

Corroboration	<p>The importance of corroboration is unique to Scots criminal law. The requirement for corroborating evidence means at least two different and independent sources of evidence are required in support of each crucial fact before an accused can be convicted of a crime. This means, for example, that an admission of guilt by the accused is insufficient evidence to convict in Scotland, because that evidence needs to be corroborated by another source.</p> <p>The requirement of two separate sources of evidence was introduced to ASB investigations to prevent involvement in 'tit-for-tat' neighbour disputes where no one else is involved or affected and also as a 'safety net' to avoid progressing fraudulent or malicious complaints based upon one malicious complainer or source, or of a colluding household, particularly where there is previous malicious/false complaining.</p> <p>It is good practice to establish corroboration before deciding to take enforcement action. While it is not legally required in terms of an ASB investigation (FHS are not undertaking criminal investigations) it is good practice to identify a second source of evidence corroborating a complainer coming from an impartial professional source such as an FHS Investigating Officer, Community Safety Night Team, Environmental/Enforcement Officers, Housing Officer, or Police Officer, or from a separate household or individual.</p>
FHS	The City of Edinburgh Council's Family and Household Support Service
Investigating Officer	Any Family and Household Support staff member who has been allocated to undertake an Anti-Social Behaviour investigation or enquiry
Person of Interest (POI)	Term used to describe a person who is being complained about regarding Anti-Social Behaviour or resident/neighbour disputes. POI is used for purposes of APP. It is more customer focused and person/relationship centred to distinguish customers as: 'the person who is making a complaint about ASB' and, 'the person who is being complained about', and not 'the complainer' and 'perpetrator'. However, the term POI is used throughout this procedure.

<p>Private Sector Leasing (PSL)</p>	<p>The City of Edinburgh Council leases properties in Edinburgh from private landlords for three to ten years and these properties are in turn sublet to people who are in housing need. A PSL property is a temporary tenancy and tenants are subject to a Scottish Short Secure Tenancy (SSST). The PSL scheme is a registered Scottish Letting Agent.</p> <p>Link Housing have been awarded the contract from the City of Edinburgh Council to manage the PSL scheme and are the point of contact for anyone wanting to report Anti-Social Behaviour from a PSL tenant. Link Housing are also the contact for the owners of the tenancy.</p> <p>https://linkhousing.org.uk/what-we-do/our-services/private-sector-leasing/</p>
<p>Anti-Social Behaviour Order (ASBO)</p>	<p>Antisocial Behaviour Orders are preventative orders intended to protect people in the community affected by antisocial behaviour from further acts or conduct that would cause them fear, alarm or distress. An ASBO is a court order which prohibits, either indefinitely or for a specified period, a person from doing anything described in the order. Breach of an order is a criminal offence. The orders are not criminal penalties and are not intended to punish the offender. (Guidance on Antisocial Behaviour Orders, 2004).</p>
<p>Referral</p>	<p>The term used in FHS to refer to,</p> <ul style="list-style-type: none"> • A 'first time' request for a service • Making a complaint • Making an enquiry • Seeking information relevant to the service • Assessment request or 'other' referral route i.e. PRS, Stronger Edinburgh, GIRFE etc <p>regardless if FHS is the right, correct, or appropriate service.</p> <p>FHS accept referrals from the public and professionals. Professionals should be encouraged to submit a referral using the FHS referral form.</p>

<p>Registered Social Landlord (RSL):</p>	<p>A 'registered social landlord' (RSL) is a landlord register with the Scottish Housing Regulator. The Scottish Housing Regulator was established on 1 April 2011 under the Housing (Scotland) Act 2010. Its objective is to safeguard and promote the interests of tenants and others who use local authority and RSL housing services.</p> <p>The Council is a registered social landlord, as are Housing Associations.</p> <p>In the FHS procedures, when we refer to RSL's we are referring to RSL's other than the Council.</p>
<p>Sheltered Housing</p>	<p>Sheltered Housing provides support mainly to older people, some with disabilities and/or mental health needs, to sustain independent lives in a supported environment. All tenants are assessed for any additional support and provided according to needs.</p> <p>The Edinburgh Health and Social Care Partnership has 31 sheltered housing complexes across the city consisting of between 20 and 60 self-contained homes which may be flats, bungalows or apartments. Most properties have one bedroom, although two-bedroom properties are available on selected schemes. Many sheltered housing complexes have a visiting Support Officer, and all currently have an emergency alarm service.</p>
<p>Single Screening and Duty Process</p>	<p>The Single Screening and Duty System (also referred to as 'Duty') is the means by which all new referrals, enquires and service requests to Family and Household Support are processed so that a professional screening decision can be made about the need for a service from Family and Household Support.</p>
<p>Tenancy Type or Tenure</p>	<p>A tenure is the conditions under which land or buildings are held or occupied. In the context of a 'tenancy tenure', what is meant is 'the tenancy type', that is, what is the tenancy agreement between landlord and tenant. There are several tenancy types. Most council tenants will have a 'Scottish Secure Tenancy'. Tenants of Housing Associations will have an 'Assured Tenancy' (as opposed to the council's 'secure' tenancy). More details and clarification can be found at Shelter Scotland:</p> <p>https://scotland.shelter.org.uk/get_advice/guides/renting_privately/all_about_tenancy_agreements</p>

PROCEDURE

1. Definition of Anti-Social Behaviour

1.1 The Antisocial Behaviour etc. (Scotland) Act 2004 sets out the interpretation of Anti-Social Behaviour in relation to the Act. This provides that a person engages in antisocial behaviour if they:

- act in a manner that causes or is likely to cause alarm or distress;
or
- pursue a course of conduct that causes or is likely to cause alarm or distress

1.2 The act further clarifies that:

- “conduct” includes speech;
- “a course of conduct” must involve conduct on at least two occasions;
- “likely to cause” means that someone other than a victim of the antisocial behaviour can give evidence of its occurrence. This is intended to enable the use of professionals as witnesses where those targeted by antisocial behaviour feel unable to come forward, for example, for fear of reprisals or intimidation.

1.3 Anti-Social Behaviour covers a wide range of behaviour from noise nuisance to serious harassment. Factors such as tolerance levels, client expectation and varying standards of behaviour between communities and groups within them may influence a person’s understanding of antisocial behaviour. FHS staff shall manage these variations on a case-by-case basis.

1.4 It is the effect or likely effect of the behaviour on others that determines whether the behaviour is antisocial. An authority does not have to prove that the defendant intended to cause alarm or distress. However, it may not be appropriate to invoke powers in the Act where an individual cannot understand the consequences of their actions i.e. where a disability, medical or developmental condition is present.

1.5 For reasons mentioned in 2.3 and 2.4 the definition of antisocial behaviour is left deliberately flexible and local agencies in consultation with residents should decide on appropriate action to be taken according to the nature of the problem(s).

1.6 The following behaviours are excluded:

- Domestic violence (and Domestic abuse)
- Clashes of lifestyle caused by behaviour which is different but does not unreasonably interfere with another’s rights or impinge on their homes.

3. Tenancy Tenures/Types: Exceptions

3.1 Registered Social Landlords (RSL) and Housing Associations tenants

3.1.1 Anti-Social Behaviour is investigated by the appropriate RSL and Housing Association. Where there is a referral or enquiry regarding an RSL tenancy to Family and Household Support:

- In the first instance the person making the complaint shall be re-directed to their own registered social landlord. If the customer is dissatisfied with the response from the RSL, they shall be advised to make use of the RSL complaints process.
- In the exceptional circumstance where an RSL customer, or someone on the customers behalf, seeks an intervention from the local authority in its strategic capacity, and where the matter relates to Anti-Social Behaviour, the RSL customer will be expected to have used the RSL's complaints process. When the Duty Team Leader has established the customer has exhausted all avenues with the RSL the FHS Duty Team Leader shall screen the request following the Single Duty screening procedure. The Duty Team Leader should make the FHS Manager aware of the request for local authority intervention and the FHS Manager shall make a final decision on the role of Family and Household Support.

3.2 Private Sector Leasing (PSL) tenants

3.2.1 PSL tenancies are managed on behalf of the City of Edinburgh Council by Link Housing. Link Housing have a responsibility for investigating Anti-Social Behaviour of their tenants.

3.2.2 Where contact is made regarding a PSL, the person making the enquiry should be directed to Link Housing.

3.3 Sheltered Housing tenants:

3.3.1 Where the Sheltered Housing tenant is a Council tenant, complaints should be investigated by Family and Household Support and this Procedure shall be followed as with any other Council tenant.

3.3.2 The referral may come directly from the tenant or any other professional. The Single Screening and Duty process shall be followed.

3.3.3 Where the tenant has a support plan with Sheltered Housing, the allocated Family and Household Support worker should inform the Sheltered Housing Visiting Support Officer (SHVSO) of their involvement, and up-date the SHSW throughout their investigation.

3.3.4 Where the Sheltered Housing is an RSL, Owner Occupier, or Private Rented tenancy, the process for each tenancy type shall be applied.

3.4 Temporary Accommodation residents:

3.4.1 Complaints against this temporary accommodation tenants are initially investigated by the Temporary Accommodation Service (TAS).

3.4.2 TAS may refer to Family and Household Support at any point in their own process of investigating a complaint of ASB against one of their tenants.

3.4.3 TAS shall make a referral to Family and Household Support using the FHS referral form. The referral will be received and screened by the FHS Duty Team Leader following the Single Screening and Duty Process and Procedure

3.4.4 The screening will include a consideration of mediation to resolve the matter. If an ASB investigation is required, the allocated Family and Household Support worker shall follow these Procedures for investigating ASB complaints.

3.4.5 At the start of the ASB investigation the Family and Household Support worker and TAS Housing Officer shall, agree:

- Frequency of update on investigation to TAS Housing Officer
- Requirement of TAS Housing Officer involvement (such as introduction to the TAS tenant, availability for joint visits to TAS tenant or person complaining about TAS tenant)

3.4.6 At the end of the investigation the Family and Household Support worker shall:

- Inform the TAS Housing Officer of the outcome of their investigation
- Inform the TAS Housing Officer of any enforcement action to be taken, what that will be and what involvement is required of the TAS Housing Officer
- If the outcome is non-enforcement action, inform the TAS Housing Officer of the reasons
- Inform the TAS Housing Officer of any further action or recommendations being taken
- Inform the TAS Housing Officer when the case is closed.

4.0 Case Allocation: Beginning and Progressing a case, including APP requirements

4.1 All staff shall follow the APP processes and recording requirements:

<G:\SSC\Family & Household Support\General\Training and Induction\Process Map - ASB Complaint on APP.pdf>

<G:\SSC\Family & Household Support\General\Training and Induction\APP Training Manual Mar 19.pdf>

4.2 A Team Leader shall allocate a case on APP to the named FHS worker as the investigating officer following the procedure for case allocation.

4.3 As part of good case management, the investigating officer shall ensure their details are recorded accurately as the allocated/investigating officer for the case.

4.4 The FHS worker shall anticipate that any case could potentially result in enforcement action including legal action, resulting in Council records being used as evidence in court, and the FHS worker, being called to give evidence in court. As such, all actions, communications, and decisions shall be recorded on APP, following the processes and guidance on APP use.

4.6 The allocated FHS worker should, from the time of allocation and throughout the life of the case, ensure the following information is recorded and kept up to date:

- 4 Full name, address and contact details of the person complaining and any changes during the life of the case
- 5 Full name and address of the person complained about (i.e. Person of Interest, if known) and any changes during the life of the case
- 6 DOB/Ages of parties (if this is needed for SG stats then leave out 'if known' - staff will need to ask people for this information at some point)
- 7 Gender of parties
- 8 Ethnicity of parties
- 9 Accommodation tenure of both parties
- 10 Background information, confirm system checks, historical context, previous complaints accommodation history, other professionals involved, other services involved
- 11 Action notes describing communication with the person making the complaint and person being complained about (POI)
- 12 Action notes recording all missed appointments and failed communications with the person complaining and person being complained about
- 13 Before a Person of Interest is spoken to, an Action note that clearly states whether the person complaining has agreed to be identified as the source of the complaint, or stipulated they want to remain anonymous
- 14 Target and Review dates for Person of Interest contacts
- 15 Incident Information and Supportive Evidence

4.6 The Team Leader shall ensure the following reviews are undertaken and record an Action case note for each review.

- 16 5 working day review
- 17 20 working day review
- 18 Case closure agreement action note

5.0 Role of the FHS Investigating Officer (IO)

5.1 The role of the Investigating Officer is:

- 19 To undertake a full and thorough investigation into the circumstances of the complaint of Anti-Social Behaviour
- 20 To make an assessment about their findings
- 21 Based on this assessment, make a recommendation to the Team Leader about any further intervention and action, including, but not restricted to:
 - No further action (non-enforcement)

- Non-enforcement intervention including support
- Enforcement Action (which may also include support).

5.2 The FHS Investigating Officer must up-date APP with each action relevant to the case. This is to:

- 22 Give a clear audit trail of work undertaken by the allocated worker/investigating officer
- 23 Evidence, set-by-step, progress in the case
- 24 Provide evidence of intervention and actions in any court action
- 25 Provide continuity in a case if the case is transferred to a different worker
- 26 Provide the customer with evidence of the work undertaken by the investigating officer in the event of the customer asking to view their records and to provide evidence of impact and outcomes
- 27 To support service governance, oversight, auditing and planning.

5.3 All actions, decisions and interventions must be logged on APP. Examples of actions logged on APP during an investigation or intervention include, but are not restricted to:

- 28 Summary of contact, including date and time, with person making the complaint, Person of Interest (POI), neighbours, and other professionals
- 29 Information from interviews including incident dates and times
- 30 A description of local/localised investigations conducted and the findings
- 31 Names, addresses and contact details of additional witnesses
- 32 All contacts made with other agencies including Police Incident Ref numbers
- 33 Whether the POI has been informed of the complaint and outcome
- 34 Date, time and outcomes of any case management meetings including professional meetings, GIRFE meetings, Escalation Meetings, Short Scottish Secure Tenancy (SSST) reviews and Anti-Social Behaviour Order (ASBO) reviews
- 35 Warning meetings and letters
- 36 Note of case discussion with Team Leader/Manager when it involves a decision around the direction of a case
- 37 Meetings and contact with Council solicitor
- 38 Whether a Family and Household Support Assessment of Need and Risk is required, has been started or has been completed
- 39 Referral to Mediation
- 40 When a referral has been made to another service, agency or organisation
- 41 Case closure outcome and case closure summary (Investigating officer)
- 42 Case closure outcome and case closure authorisation (Team Leader)

6.0 Contacting the customer and starting the ASB Investigation

6.1 The allocated FHS worker shall contact the person making the complaint **within 2 Working Days**.

6.2 Prior to contacting and meeting the person making the complaint, the FHS Investigating Officer shall:

- Check that there is a Screening Action Note giving basic guidance on the reason for allocation of the case, including any initial tasks to be undertaken

- Check the Allocation Note for identified hazards or specific guidance regarding safety and lone working protocol
- If the person making the complaint, or POI, is a council tenant, alert the Housing Officer and seek any relevant information, including any known Hazards
- Request information from Police in respect of any known Hazards including risk of violence, drug use, requirement for a joint visit, single sex visit
- Refer to guidance on conducting interviews [conducting interviews](#)

6.3 Prior to any meeting or home visit to the person making a complaint, Family and Household Support workers should always follow the Council's policy on Lone Working and Health and Safety at Work, and FHS's own Lone Working policy.

6.4 If the FHS Investigating Officer identifies any risks or potential risks, the Investigating Officer should:

- Inform the Team Leader
- In consultation with the Team Leader, complete the FHS Risk Assessment form
- Agree a safety plan with the Team Leader
- Record actions and decisions on APP, and,
- The Team Leader shall up-date any other systems as appropriate.

6.5 The FHS Investigating Officer shall contact and arrange a discussion with the person making the complaint about Anti-Social Behaviour to hear their complaint and start to assess the nature of the complaint. A face-to-face meeting is always preferable and is the expectation in all investigations into complaints of Anti-Social Behaviour where requested or appropriate.

6.6 Once allocated to a case, the Investigating Officer shall contact the complainer within **2 Working Days**. In the first instance this shall be by phone, where this information is available. Only when it has not been possible to make contact by phone should the FHS Investigating Officer make contact by e-mail, undertake a planned/unannounced home visit, or by letter. To remain GDPR compliant, non-secure emails must not contain any personal or third party information.

6.7 The purpose of this initial contact includes:

- For the Investigating Officer to introduce themselves to the person making the complaint
- To get an update of any further ASB activity since the initial referral
- For the Investigating Officer to share their contact details and availability with the person for future contact or reporting of complaints during the period of the investigation
- To give initial advice and guidance
- To arrange a suitable time to meet with the person making the complaint, **no later than 5 working days from the date of allocation.**

6.7 If it has not been possible to contact the person making the complaint, or where the person is not responding to phone calls or e-mail, the Investigating Officer shall consider an announced or unannounced visit to the home of the person making the complaint (in line with Lone Working policy). The Investigating Officer shall have a letter prepared to hand-deliver at the home address of the person making the complaint

in case the person is not at home or does not respond. This letter shall have the Investigating Officers contact details including direct land-line phone number, e-mail address, and full postal address.

6.8 Following the initial contact, the FHS Investigating Officer shall arrange to meet with the person making the complaint within **5 Working Days** of when the case was allocated to the Investigating Officer.

6.9 The FHS Investigating Officer shall record all contacts, attempted contacts, and arrangements made with the person making the complaint about Anti-Social Behaviour.

6.10 All reasonable steps must be taken to contact, and wait for a response from, the person making the complaint about ASB before closing a case due to non-response from that person. All reasonable steps include, but are not restricted to:

- Making several phone calls including leaving a voicemail with the Investigating Officers' various contact details (officers direct phone number, and e-mail address)
- e-mailing on more than two occasions
- Making an unannounced visit to the home address of the person making the complaint and leaving a letter with the Investigating Officers contact details as above.
- Sending a letter via the post.

6.11 A reasonable length of time for waiting for a response will require judgement by the Investigating Officer, and ultimately their Team Leader at point of closure authorisation. FHS Investigating Officers must be mindful of the potential difficulties some people may have in responding. Reasons for a non-response could include:

- The person making the complaint is on holiday and not contactable
- An English language difficulty
- There is a comprehension and capacity difficulty
- The person is fearful of reprisals
- The person making the complaint has changed their mind and this is their way of withdrawing their complaint.

6.12 In cases where there has been no response from the person making the complaint, the Investigating Officer shall make a recommendation to their Team Leader if the case should be closed or, due to the nature of the complaint, further investigation should be undertaken.

6.13 In cases where there has been no response from the person making the complaint, the Team Leader, as part of their decision regarding the future direction of the case, shall consider if a police welfare visit to the home should be requested, and/or a referral to Social Care Direct should be made.

6.14 Where the person making the complaint has responded, the FHS Investigating Officer shall meet with them face-to-face. This will likely be in the person's home or a Council office. Alternatively, the Investigating Officer may meet the person in another location, such as the person's workplace, if this is more convenient for the person. In all scenarios, the Investigating Officer must assess the potential risk based on the information they have gathered and follow the appropriate Lone Working policies.

6.15 The purpose of the initial meeting includes, although not restricted to:

- Clarifying the details of the complaint
- Explaining the investigation process which may include taking formal statements from witnesses
- Agreeing frequency of contact with the person making the complaint. Contact shall be a **minimum of every 10 Working Days**. Where contact is more frequent, or the customer wishes less contact, this must be recorded on APP Action notes
- Ensuring the person has the FHS Investigating Officer's full contact details including the Investigating Officer's direct phone number, e-mail address and FHS Locality phone number
- An explanation of enforcement options without raising unrealistic expectations, including what this requires of the person making the complaint
- Explaining the need for co-operation from the person making the complaint to assist with gathering evidence, such as the completion of incident diaries
- Asking about the impact of the Anti-Social Behaviour on the person making the complaint
- Asking for the POI form to be signed, if appropriate
(Aide memoire ; conducting interviews; Person of Interest form)

6.16 If a face-to-face meeting is not possible, suitable, (for whatever reason, including Covid-19 restrictions), or the person making the complaint specifically requests not to meet, or timescales have gone beyond reasonable expectations, the initial contact can take place as a phone call or another approved digital platform (Microsoft TEAMS, Skype). The reason for doing this should be clearly recorded in APP Action records.

6.17 The FHS Investigating Officer shall agree with the person making the complaint a frequency of contact. This shall be a **minimum of every 10 Working Days**. The purpose of the contact includes, but not restricted to:

- To ask if there have been any further incidents of Anti-Social Behaviour which have not been reported to the FHS Investigating Officer
- To give an update to the person making the complaint, where appropriate and within the realms of confidentiality, on what intervention and action has been taken
- To offer support, guidance and advice.

6.18 The FHS Investigating Officer shall keep in regular contact with other professionals involved, receiving and requesting updates. This shall be compliant with the appropriate guidance on confidentiality, data protection and Information Sharing Protocols.

7.0 Progressing an Investigation: Person of Interest and other witnesses

7.1 Person of interest form

7.1.1 The FHS Investigating Officer shall take a prepared POI form out on a first visit to the person making the complaint about ASB.

7.1.2 The FHS Investigating Officer shall request a signature for the POI from. It may be appropriate to leave the POI form with the with the person to consider.

7.1.3 In most circumstances it is preferable to be able to approach the POI seeking a restorative approach, and to resolve the issue and effect change.

7.1.4 If the person making the complaint does not want to be identified, and does not want to sign the POI, explain it may be difficult to resolve the issue, with FHS being limited in what can be done.

7.1.5 Record on APP that the person making the complaint does not want to sign the POI form, that is, not agreeing for FHS Investigating Officer to approach the POI.

7.1.6 The FHS Investigating Officer shall assess whether the ASB Investigation can continue through other means which may include, but is not restricted to:

- A local/localised enquiry/investigation
- Letter-drop
- Speaking with other witnesses or potential witnesses
- Further information and evidence gathering.

7.1.7 The decision to investigate complaints and matters of alleged ASB is the responsibility of the FHS Team Leader and FHS Manager. The decision to undertake and continue with an ASB investigation where the person who has made the complaint does not want to be identified and has not signed the POI, lies with the FHS Team Leader and FHS Manager. All decisions, planned actions and actions undertaken, shall be recorded on APP along with reasons given for the decisions made.

7.1.8 If the ASB Investigation is not able to progress, with or without approaching the POI, the FHS Investigating Officer shall record their recommendation and reasons on APP and discuss other potential options with the Team Leader, including closing the case. Other options may include, but are not restricted to:

- Offering the person support
- Referral to other services

The decision from the discussion between the Team Leader and the FHS Investigating Officer shall be recorded on APP. If the case is to be closed, the Investigating Officer and Team Leader shall follow the closure process

7.1.9 The FHS Investigating Officer shall explain the decision to the person making the complaint and follow the case closure process.

7.1.10 Where the referral has come via a professional, the FHS Investigating Officer shall inform the professional who made the referral of the outcome of the investigation.

7.1.11 Where the FHS Investigating Officer considers it is inappropriate to approach the POI, such as safety issues, or potential for escalation of conflict, the FHS Investigating Officer shall discuss the options with the

Team Leader including, continuing with the ASB investigation without initially approaching the POI. A record of this discussion and plan for the case shall be recorded on APP.

7.1.12 Where the POI form has not being signed but the ASB is continuing, the FHS Investigating Officer shall record on APP:

- The reason it is not appropriate for the POI form to be signed
- The reason for continuing the ASB investigation/enquiry

7.1.13 A decision to disclose to a POI the identity of a complaint source, even where the person making a complaint about ASB agrees to be identified and signs the POI form, requires professional judgement and assessment. The FHS Investigating Officer shall discuss this matter with their Team Leader and agree the best course of action before proceeding with the disclosure.

7.1.14 Factors that the FHS Investigating Officer shall consider before informing the POI of a person's identity include, but are not restricted to:

- Whether disclosing the identity of the person making the complaint is likely to lead to an escalation of conflict
- Whether meeting with the POI may allow the FHS Investigating Officer to identify any supports for the POI
- Whether meeting with the POI and disclosing a person's identity may lead to a further discussion about the potential for Mediation.

7.1.15 The FHS Investigating Officer shall record their decision and reason for disclosing the identity of the person making the complaint about ASB, even when the person agrees to this. Additional factors such as any perceived risk as a result of a disclosure to the POI should be considered/stated.

7.2 Approaching a Person Of Interest

7.2.1 Before approaching a POI the FHS Investigating Officer shall gather as much information as possible to enable a risk assessment:

- Check Screening Action note,
- Check Allocation Action note
- Ensure available systems have been checked
- Check the tenancy tenure and if Council tenancy, communicate with the Housing Officer regarding any risks or hazards, any known background or historical information regarding the POI which may assist in your assessment of the situation
- Follow council Health & Safety and Lone working procedure, and the FHS Lone Working protocols and procedure.

7.2.2 In the first instance, contact should be by phone, where this information is available. Only when it has not been possible, or deemed appropriate, shall the FHS Investigating Officer make contact by other means,

such as an unannounced visit, or letter. Email communication must be GDPR compliant and non-secure emails should not contain any personal, third party or legally privileged information.

7.2.3 The FHS Investing Officer shall contact the POI as soon as possible after meeting with the person making the complaint.

7.2.4 The purpose of contacting the POI is:

- For the Investigating Officer to introduce themselves to the POI
- To make the POI aware that allegations of Anti-Social Behaviour have been made against them, but not to enter into a full discussion
- To arrange to meet with the POI.

7.2.5 The FHS Investigating Officer shall attempt to meet the POI face-to-face.

7.2.6 Prior to contacting and meeting the POI, the FHS Investigating Officer shall:

- Check the Allocation Action Note for identified hazards or specific guidance regarding safety
- If the person making the complaint, or POI, is a council tenant, alert the Housing Officer and seek any relevant information, including any known Hazards
- Request information from Police in respect of any known Hazards including risk of violence, drug use, requirement for a joint visit, single sex visit
- Refer to guidance on conducting interviews conducting interviews

7.3 Interviewing a Person of Interest

See conducting interviews

7.3.1 The purpose of meeting with the POI is:

- To make the POI aware of, and explain, the allegations against them
- Give the POI an opportunity to respond to the allegations
- Explore potential solutions
- For the FHS Investigating Officer to share their contact details if the POI wants to make contact during the investigation

7.3.2 Solutions may include, but are not restricted to:

- Facilitating a resolution between both parties (using a mediation approach)
- Reviewing if formal Mediation might be appropriate
- Considering if the Person Of Interest requires or is seeking support

7.3.3 Where the FHS Investigating Officer discuss the complaint with a POI they should be clear that any complaints are, at that stage, allegations and not corroborated or established events. The objective is to try

to ascertain whether the allegations are valid or unfounded and to take appropriate steps depending on conclusions reached.

7.3.4 The FHS Investigating Officer shall take the opportunity to consider whether the POI might benefit from support and explore this with the Person of Interest.

7.3.5 The location of the meeting with POI can be in the persons home or office or where appropriate and mutually agreed through a digital platform. The decision will be dependent on a number of considerations, including:

- Any known risks or hazards identified
- The stage of the ASB investigation and whether the FHS Investigating Officer is meeting the POI as part of their ASB investigation, or to issue any enforcement action such as a Warning
- On the availability of the POI
- Consideration of any accessibility/mobility needs of the POI

7.3.6 Wherever the meeting takes place, the FHS Investigating Officer shall follow the Council Health and Safety procedures, FHS Lone Working protocols, any local health and safety procedures as appropriate.

7.3.7 The meeting and discussions, along with any decisions made and actions identified, shall be recorded by the FHS Investigating Officer on APP.

7.3.8 In some circumstances it may be appropriate and possible to visit the POI immediately after meeting with the person who is making the complaint. This shall depend upon, and involve:

- A POI form being completed by the person making the complaint
- The FHS Investigating Officer having undertaken a risk assessment, including of the POI, prior to having made the visit to the person making the complaint, and being aware of any potential risks or hazards in relation to the POI
- The FHS Investigating Officer undertaking a dynamic risk assessment, following the FHS Lone Working policy including considering contacting the Team Leader or Duty Team Leader to up-date their whereabouts and requesting a 'call-in-call out' phone call

7.3.9 In such circumstances of approaching a Person Of Interest, the FHS Investigating Officer shall:

- Introduce themselves to the POI
- Explain the reason for their visit
- Make the POI aware that allegations of Anti-Social Behaviour have been made against them
- Give the POI an opportunity to respond to the allegations
- Explore potential solutions
- Share their contact details if the POI wants to make contact in the future

8.0 ASB Investigation Conclusion

8.1 The FHS Investigating Officer shall seek to conclude their initial investigation and record their recommendation(s) with regard further action (enforcement or non-enforcement action) no later than **20 Working Days** from date of case allocation.

8.2 Non-Enforcement Action

8.2.1 Non-Enforcement action may include, but is not restricted to:

- Closing the case with No-Further Action (NFA)
- Case closure with one or more parties being offered on-going support
- One or more parties being sign posted to another service or agency
- Case considered for ongoing support from FHS Volunteer

8.2.2 Closing the case with No-Further Action

The FHS Investigating Officer shall follow the procedure for case closures, including:

- Complete all APP action notes for the case
- Record on APP using the appropriate code, 'Non-Enforcement' and in Action Note write a summary of case involvement and conclusion of ASB Investigation
- Pass case to the Team Leader to authorise closure of the case, and,
- FHS Team Leader shall close the case with an Action note authorising the closure of the case.

8.2.3 Closure of investigation but continuing intervention with support

8.2.4 Where one of the parties is being transferred for support within Family and Household Support, the FHS Investigation Officer shall continue to work with that party as the allocated support worker. Exceptions to this must be discussed agreed with an FHS Team Leader, and the reasons for this must be clearly recorded.

8.2.5 The Team Leader shall continue the allocation of the case to the relevant FHS worker by following the guidance for transferring an APP case to Northgate.

8.2.6 Where more than one of the parties involved is being offered on-going support, the FHS Team Leader shall decide which case is most appropriate for the FHS Investigation Officer to continue to be allocated to.

8.2.7 Where there are no longer grounds to manage the case under APP, but on-going support is required or requested, the case shall be transferred to Northgate by the Team Leader.

8.2.8 Where the party being offered support is not an open case on APP, the FHS Investigating Officer shall consider the case as a new referral, and make an internal referral using the FHS referral form for Family and Household Support, following the Single Screening and Duty Process.

8.3.9 Cases that have been identified for, and where the customer has agreed to, a referral for FHS support shall be treated as a priority for allocation by the FHS Team Leader.

8.3.10 Where it is not appropriate for the FHS Investigating Officer to continue involvement in the case by offering support to the person making the complaint, or the POI, the Team Leader shall:

- Record their decision and reason not to continue with the allocation of that worker, on APP (keeping service and staffing confidentiality)
- Stating there is a 'conflict of interest' is not enough, the 'conflict of interest' should be explained
- Present the case and explain their decision at the next local allocation discussion, and,
- Submit a referral to FHS following the Single Screening and Duty process, and Allocation procedure and guidance.

8.4 Closure of investigation and sign posting customers to another service or agency

Where one or more of the parties are being sign-posted or referred to another service or agency at the end of an investigation, the FHS Investigating Officer shall record the details in the Action notes.

The FHS Investigating Officer shall then:

- Complete all APP action notes for the case
- Record on APP 'Non-Enforcement' using the appropriate APP codes, and write a summary of case involvement and conclusion of ASB Investigation
- Pass the case to the Team Leader to authorise closure of the case
- FHS Team Leader shall close the case with an Action note authorising the closure of the case

9.0 Enforcement Action

9.1.1 The Enforcement Action that can be taken will depend on the tenancy type.

9.1.2 Enforcement action that may be taken, depending on the tenancy type, includes, but is not restricted to:

- Use of an Anti-Social Behaviour Contract with a Young Person
- Issuing written Warnings
- Application to court for an Anti-Social Behaviour Order (ASBO)
- Application to court for right to evict
- Application to court for an Anti-Social Behaviour Notice (ASBN)

9.1.3 Warnings

9.1.4 The Council, in its capacity as a landlord, may issue Warnings to council tenants only. Warnings and warning letters should not be issued to:

- Owner occupiers

- Tenants of private landlords.

9.1.5 Only written Warnings shall be issued. No verbal Warnings shall be issued to tenants.

9.1.6 Where a complaint of Anti-Social Behaviour has been corroborated and a decision has been made to issue a Warning letter:

- A formal appointment letter shall be sent to the tenant of the property where the Anti-Social Behaviour is taking place inviting them to attend a meeting with the FHS Investigating Officer. This applies even if the tenant is not the person responsible for the Anti-Social Behaviour. The tenant is responsible for the behaviour of visitors.
- Interviews shall take place in a Council building and not in the persons home
- Where this is not possible, due to health issues or mobility issues for example, the FHS Investigating Officer shall follow the Lone Working protocol, and undertake a risk assessment including requesting relevant information from Police Scotland and considering Police attendance, before agreeing to the home visit
- Where the person does not attend the office appointment, and it is deemed inappropriate to undertake a home visit, this shall be agreed with the Team Leader, and the reasons/risks recorded on APP. The Warning letter shall be hand-delivered to the property in the company of a witness. A risk assessment shall be undertaken. It may be appropriate to ask Police to attend the letter delivery.
- Where it is not possible to hold an office appointment or home visit, the FHS Officer should make all reasonable attempts to speak to the tenant by telephone, on-line digital platform or communicate via e-mail, making every attempt to explain the reasons for the Warning and giving an opportunity for the tenant to give their views.

9.1.7 The purpose of the meeting is:

1. If this is a first meeting with the person being complained about:
 - Explain the allegations of Anti-Social Behaviour
 - Make the person aware of the investigation and conclusion
 - Allow the person an opportunity to explain the situation from their perspective
 - Make a final decision about issuing the Warning if new information emerges.
2. To explain the reasons for the Warning (without divulging the source of the complaint if this has not been disclosed)
3. To ensure the potential consequences of further Anti-Social Behaviour are explained
4. To explore options for support to the person being issued the Warning. This may relate directly to the reasons for the cause of the Anti-Social Behaviour or relate to other concerns the person may raise.

9.1.8 The Warning letter shall detail:

- The reason for the written Warning
- Any action agreed at the meeting

- Consequences of any future Anti-Social Behaviour.

9.1.9 Within **2 Working days** of the meeting to issue the Warning, the Investigating Officer shall record the outcome of the meeting and Warning on APP, along with starting the case closure.

9.1.10 There shall be no monitoring period following the issuing of the Warning. If there is no further intervention or enforcement action, the Investigating Officer shall proceed to case closure.

9.1.11 Where there is a view that a period of monitoring should be in place, this shall be considered as exceptional. The Team Leader shall record an Action note stating:

- The reason for the monitoring period
- The length of time of the monitoring period
- A date to review the case, no later than **20 Working Days**

9.1.12 When the Warning has been issued and APP updated, the FHS Investigating Officer shall close the case, following the closure process which includes:

- Writing a summary of involvement and conclusion of the case, including a recommendation the case be closed
- Ensuring all case/action notes are up to date
- Ensuring the correct APP codes are used
- Pass the case to the Team Leader for closure
- The Team Leader shall follow the case closure process.

9.1.13 Where a decision has been made to continue to work on the case, the Team Leader shall record an Action note on APP:

- The reason for continued involvement
- The planned intervention
- An anticipatory exit or end date to allow progression to case closure
- It is not enough for an Action note to state that a case is open for 'monitoring' of the case

When an owner/occupier

Warning letters for breach of tenancy agreement due to Anti-Social Behaviour shall not be issued to owner occupiers. As an owner occupier, the owner does not have a tenancy agreement with the council.

However, a '**Letter of Cooperation**' shall be issued to an owner occupier where this is appropriate.

Where a 'Letter of Cooperation' is to be issued to a private owner, the FHS Investigating Officer shall issue a formal letter inviting the owner and any other residents as appropriate, to attend a meeting.

Where it is not possible to hold an office appointment or home visit, the FHS Officer should make all reasonable attempts to speak to the tenant by telephone, on-line digital platform or communicate via e-mail, making every attempt to explain the reasons for the Warning and giving an opportunity for the tenant to give their views.

A letter of co-operation should state:

- The nature of the complaint of Anti-Social Behaviour
- The conclusion of the investigation (evidence of the ASB)
- The nature of the request for co-operation
- Potential consequences if further reports of ASB are received

Further Enforcement Action:

Antisocial Behaviour Order

The local authority has the power to apply to the Sheriff court for an AntiSocial Behaviour Order on any citizen, regardless of tenancy tenure. Registered Social Landlords (RSL's) also have the power to apply for the orders. In general, RSL's are responsible for investigating their own complaints of Anti-Social Behaviour and as such make decisions regarding enforcement action they may wish take, including applying to sheriff court for the granting of an antisocial behaviour order As an Antisocial Behaviour Order is not restricted to any tenancy tenure, ASBO's can also be used where a person is of no fixed abode or lives outside of the local authority area but has behaved in an antisocial way within the boundaries of the City of Edinburgh council.

Antisocial Behaviour Orders are not criminal penalties and are not intended to punish the person responsible for the antisocial behaviour. The use of Antisocial Behaviour Orders should be considered as a preventative step that acts to protect people in the community affected by antisocial behaviour from further acts of antisocial behaviour.

Family and Household Support officers can and should consider the use of Antisocial Behaviour Orders as a useful and appropriate court order that can be used in the attempt to bring about change in an individual's behaviour and act to prevent further alarm and distress caused by acts of Anti-Social Behaviour. In some circumstances the change required may be environmental and the exclusion of an individual or group if individuals to an area, may bring about the appropriate change required.

Where an FHS Investigating Officer assesses the use of an Antisocial Behaviour Order as an appropriate action, they must discuss this with an FHS Team Leader in the first instance.

Where the FHS Team Leader is of the view that consideration of an application for an Antisocial Behaviour Order is appropriate, the FHS Team Leader shall request an internal case discussion with the FHS Manager. This case discussion should include the overseeing FHS Team Leader, FHS Investigating Officer and FHS Manager.

The purpose of the case discussion is:

- To provide the FHS Manager an opportunity to review the case
- For the Team Leader and FHS Investigating Officer to provide a summary of the background of the case
- For the FHS Team Leader and Investigating Officer to provide a summary of the actions taken to date
- To ensure other options have been considered/explored/exhausted
- To provide a plan detailing the next step, including consideration of a formal referral to the council solicitor with the recommendation of applying for an Anti-Social behaviour Order.

Where it is agreed that a formal referral to the council solicitor shall be made, Family and Household Support staff shall follow the 'Guidance for Preparation for Legal Action including Anti-Social Behaviour Orders and Decree's for Eviction'.

Evictions:

The local authority, in its role as a landlord, can make an application to court for a decree for eviction. Family and Household Support do not have delegated responsibility as landlord for council tenancies. This sits with the Housing and Regulatory service under the Locality Housing Operations Manager.

Where an FHS Investigating Officer assesses the use of an eviction as the most appropriate action, the FHS Investigating Officer must discuss this with an FHS Team Leader in the first instance.

Where the FHS Team Leader is of the view that consideration of an application for a decree for eviction is appropriate, the FHS Team Leader shall request an internal case discussion with the FHS Manager. This case discussion should include the overseeing FHS Team Leader, FHS Investigating Officer and FHS Manager.

The purpose of the case discussion is:

- To provide the FHS Manager an opportunity to review the case
- For the Team Leader and FHS Investigating Officer to provide a summary of the background of the case
- For the FHS Team Leader and Investigating Officer to provide a summary of the actions taken to date
- To ensure other options have been considered/explored/exhausted
- To provide a plan detailing the next step, including consideration of a formal referral to the council solicitor with the recommendation of applying for a decree for eviction.

Where it is agreed that a formal referral to the council solicitor shall be made, Family and Household Support staff shall follow the 'Guidance for Preparation for Legal Action including Anti-Social Behaviour Orders and Decree's for Eviction'

Where Family and Household Support are recommending that a decree for eviction is sought, the FHS Manager shall inform the Housing Operation Manager in writing of the intention of Family and Household

Support to make the referral to the council solicitor with the view to instructing an application for a decree for eviction.

Where Family and Household Support are recommending that a decree for eviction is sought, the FHS Manager shall inform and seek advice and guidance from the locality Housing Manager prior to the application to court being made. The purpose of the contact with the Locality Housing Manager is:

- To inform of the Housing Operation Managers intention of Family and Household Support to instruct the council solicitor on an application of decree for eviction
- To discuss if there are any other options available to the Housing Operations Manager other than considering eviction
- To agree roles and responsibilities leading up to, and after the granting of the decree for eviction.

Enforcement Action with on-going support

There may be occasions where the FHS Investing Officer concludes that both Enforcement Action and support is required in a case.

The FHS Investing Officer shall proceed with the appropriate Enforcement Action. The FHS Investigating Officer shall offer support to the POI while taking enforcement action.

The FHS Team Leader shall decide on a case-by-case basis if the FHS Investigating Officer can continue as the allocated support worker for the case.

The Team Leader shall record their decision and reason on APP. Stating a 'conflict of interest' as a reason for the FHS Investigating Officer not continuing in the case, is not an adequate record without explaining why the situation creates a conflict of interest.

Where the Enforcement Action leads to a closure of the APP case, the Team Leader shall follow the process for transferring a case from APP to Northgate.

Where the Team Leader decides the support should be passed to another worker and not the Investigating Officer, the Team Leader shall:

- Record their decision and reason not to continue with the allocation on APP (keeping service and staffing confidentiality)
- Stating that there is a 'conflict of interest' is not enough, the 'conflict of interest' must be stated and explained
- Present the case at the next local allocation discussion
- Justify and explain their decision at the local weekly allocation discussion, and
- Submit a referral to FHS in-line the Single Screening and Duty process, and Allocation procedure and guidance.

Such cases shall be considered as a priority for allocation by the FHS Team Leaders.

RESPONSIBILITIES

KNOWN RISKS

RETENTION PERIOD

RECORD	LOCATION	RESPONSIBLE OFFICER	RETENTION PERIOD

ASSOCIATED DOCUMENTS

DOCUMENT	TYPE
Title of document, where possible hyperlink to location.	(e.g. legislation, process, forms)
Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland (<i>link</i>).	Scottish Government Guidance
Developing a Community Safety Narrative for Scotland	Guidance document
Antisocial Behaviour etc. (Scotland) Act 2004	Legislation
Housing Tenancy Agreement	Case specific
Family and Household Support Referral Criteria 2018 (Professionals)	Guidance document
Family and Household Support Referral form	Document

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Culture & Communities Committee

10am, Tuesday, 15 June

ReDrawing Edinburgh (Edinburgh Boundaries Extension & Tramways Act 1920 Centennial) Update Report

Executive/routine

Wards

Council Commitments [2](#), [15](#), [46](#)

1. Recommendations

- 1.1 Note the outcomes of the ReDrawing Edinburgh online activity programme commemorating the centennial of the city's 1920 boundary extension.
- 1.2 Note the intention to hold outdoor events in September to conclude the commemoration, subject to external funding, with any required contingency to be requested from the Finance & Resources Committee.

Andrew Kerr

Chief Executive

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ReDrawing Edinburgh (Edinburgh Boundaries Extension & Tramways Act 1920 Centennial) Update Report

2. Executive Summary

- 2.1 This report outlines the success of the ReDrawing Edinburgh online programme of events, which commemorates the 1920 boundary extension of the city. It sets out the proposal to end this programme with a series of five outdoor evening events in September 2021 spread across Leith, Cramond, Corstorphine, Colinton, and Liberton, as well as the funding plan to finance it.

3. Background

- 3.1 In September 2018, Full Council agreed in principle to a commemoration project for the 1920 centennial of the city's most significant expansion, which brought into the city the communities of Leith, Cramond, Corstorphine, Colinton, Longstone, Liberton and Gilmerton, as a result of the Edinburgh Boundaries Extension and Tramways Act 1920.
- 3.2 The approval came with the requirement to seek external funding in the first instance, while any internal funding would require additional Finance & Resources Committee approval.
- 3.3 Finance & Resources Committee then approved on 26 September 2019 a £10,000 spend for the commissioning of a consultant to engage in a community engagement exercise on the commemoration of the centennial.
- 3.4 Between December 2019 and February 2020, the consultant undertook four consultation exercises in different parts of the city to identify priorities and opinions from the communities themselves on the centennial. They also facilitated a workshop with teachers on what educational outcomes could come from the commemoration.
- 3.5 While the consultation identified community interest in a commemoration as the means to celebrate local identities and connect residents to their heritage, COVID-19 was rapidly becoming a major challenge by the time the consultant had finished their report in April 2020 (see Appendix 1).

- 3.6 However, a key project milestone was met in February 2020 with the formation of a community steering group of relevant community and heritage organisations (see Appendix 2), with Council representation from its Archives and Libraries services. This group was supported by an officer working group that included officers from the Council's Archives, Libraries and Museums & Galleries services, as well as Communications.

4. Main report

Online Activity

- 4.1 In April 2020, the community steering group adopted the findings of the consultant's report. They agreed to pursue an online activity programme instead of the originally envisaged physical activity focussed plan, with the ambition to shift to physical events when restrictions would allow.
- 4.2 The online activity programme, marketed as 'ReDrawing Edinburgh', started in July 2020 and is concluding in May 2021. It has resulted in an online exhibition hosted on the Council's Capital Collections website and 19 videos on a range of community heritage topics.
- 4.3 All of these have been collaborations between local figures and community organisations, and the Council's Archives, Libraries and Museums & Galleries services.
- 4.4 In total, the online content has been viewed (as of May 2021) by over 24,500 people and reached nearly 40,000 people.
- 4.5 The content has been promoted on social media by the Council, as well as by community partners and stakeholders, including Lothian Buses.
- 4.6 Local media also picked up the ReDrawing Edinburgh programme in the run up to and during November 2020, when the new expanded Council first met 100 years ago.

Physical Events

- 4.7 While the online activity programme has been a success in terms of viewing and community engagement, the original plans for a physical exhibition in Central Library and a civic event in November 2020 were first delayed and then cancelled as the realities of COVID-19 extended through 2020 and into 2021.
- 4.8 The community steering group, which has met monthly throughout the programme, has been consistent in its ambition to organise a physical event in each community to commemorate the centennial and celebrate their identities and heritage.
- 4.9 This has coalesced around the proposal of an outdoor film projection consisting of images and film of the past from each community in combination with music and spoken word relevant to those communities.
- 4.10 The film will be projected onto a building or wall in an outdoor public space in each community as the centre piece of a one-night event in mid to late September 2021.

Each community will have their own event (5 in total) on different nights, though the film will be the same in each.

- 4.11 Each event will last an hour long, looping the film four times, but also giving space for other activities organised by local community partners. It is estimated that about 100 residents will be able to attend each live event, which would be free but ticketed to ensure audience numbers are controlled, in compliance with COVID-19 restrictions. Subsequent online publishing and promotion will ensure that this reach will be greater.
- 4.12 The film itself will consist of images and film from local heritage organisations, as well as from the City Collections. A call out for creative work on their community's past and present has gone out to both local schools and artists, with the aim of incorporating their submissions into the film.

Event Costs

- 4.13 The Council Archives service has been working with community and project partners to identify sites, dates and estimated costs for these events.
- 4.14 The estimated cost for the five events is £35,000. This covers both the creative and design aspects, as well as the event running costs.
- 4.15 These costs are based on the expertise of project partner, Cinetopia Ltd. who were commissioned to produce the *Messages from the Skies* outdoor projection as part of Edinburgh's 2019/2020 Hogmanay celebrations.

Funding

- 4.16 To fund these events, an external funding plan has been agreed between the partners, with the Council Archives service and key community and project partners applying for different sources of external funding. This is as per the direction of the Council's decision on this project at its meeting of 20 September 2018.
- 4.17 Event Scotland has already granted the Council £4,950 through its Recovery Fund. This will be used to cover some of the initial creative costs.
- 4.18 Other applications are going in to the Council's own Community Grant Fund, Creative Scotland and the British Film Institute (BFI).
- 4.19 Sponsorship is also being pursued with relevant local and heritage related businesses.
- 4.20 While the aim is for external funding and sponsorship to cover the full cost of the events, there is the risk that any one of these funds will reject the application(s) made to them. This would create a shortfall that endangers the events.
- 4.21 To mitigate against this risk, a report to F&R will be submitted at its 12 August 2021 meeting for contingency funds.
- 4.22 Aside from the stability that such contingency will provide, it will also demonstrate the Council's commitment to these community events to external funders and sponsors when they are considering our applications for funding.

5. Next Steps

- 5.1 Subject to funding, the events will be project managed by the City Archives Service, with advice from the Culture Strategy team and support from a coordinating group of key community and project stakeholders.
- 5.2 Discussions on the public safety aspects of the events are ongoing with the relevant teams in Estates, Culture Strategy and Health & Safety. These will feed into the community partners putting in Public Space Events applications for their events in due course.
- 5.3 The Council will be responsible for the overall project management and allocation of the funds it has received, as well as the provision of content from the City Collections, and event promotion coordination. Other partners will be responsible for the collation and licensing of non-Council content, the design and production of the film, obtaining site permissions and the running of the events.
- 5.4 Funding agreements will be established between the Council and community partners that will outline expectations around the running of the events.
- 5.5 Audience numbers of the events will be calculated through ticketing data, with subsequent online engagement tracked using the methodology used throughout the ReDrawing Edinburgh programme.

6. Financial impact

- 6.1 Currently there is no financial impact upon the Council, as the aim is to fund these entirely through external funding and sponsorship.
- 6.2 If contingency is needed, it will only affect the 2021/2022 budget position, with no ongoing revenue or capital commitments. In this instance, any required contingency will be subject to approval from the Finance & Resources Committee.
- 6.3 External funding has been sought by either the Council or its community partners from the following funds:
 - 6.3.1 British Film Institute (decision pending June)
 - 6.3.2 City of Edinburgh Council Community Grant Fund (decisions pending June)
 - 6.3.3 Creative Scotland Open Fund (decision pending July / August)
 - 6.3.4 Event Scotland Recovery Fund (successful £4,950)
 - 6.3.5 Postcode Lottery Community Fund (unsuccessful)
- 6.4 Sponsorship is also being actively pursued.
- 6.5 Following standard practice within the Culture Strategy team, any funds granted to community partners will require a funding agreement and evidence that they have sufficient total funding to cover the costs of their part of the project.

7. Stakeholder/Community Impact

Consultation and Engagement

- 7.1 The drive for these five events has been entirely community led, coming from the ReDrawing Edinburgh Community Steering Group, which is made up of community and heritage organisations in the areas that came into the city in 1920.
- 7.2 In the consultant's report (see Appendix 1), they identified a desire from consultation participants to celebrate and strengthen their community identities as distinct places with their own stories, as opposed to simply being outlying areas of the city. Interest was also expressed in learning more about the City Collections, especially material from that had ties to the communities. Finally, the commemorative activity had to be rooted in the communities themselves rather than in the city centre, whatever form it took.
- 7.3 The five outdoor events follow these themes by being held in public spaces in each community, with content for the film being provided by both local heritage organisations as well as from the City Collections.

Risk, Policy, Compliance and Governance Impact

- 7.4 The Council's involvement in these events help meet its policy commitment to supporting local festivals and events. Local artists and creative businesses are at the heart of the creative and design aspects of the project and will be the main recipients of any funding, meeting yet another policy commitment.
- 7.5 The events also support placemaking policy priorities by enabling communities to share their history and promote their identity as distinct parts of the city. By showcasing such local stories, Edinburgh's heritage can be shown to extend well beyond the Old and New Towns, with a multi layered civic identity.
- 7.6 Finally, working with such community partners and local creative professionals to promote local heritage and culture in an innovative way also meets all the core objectives of the Council's Culture Plan.
- 7.7 In terms of risks to the Council, project risks around cost and event logistics will be managed by the City Archives Service, which has experience in managing externally funded heritage projects, with advice from the Culture Strategy team. Contingency funds have also been incorporated into the project budget.
- 7.8 A major risk is the ongoing impact of COVID-19 restrictions. Level 1 restrictions, or lower, need to be in place in Edinburgh for the five events to happen. Currently, the Scottish Government target date for this level is 7 June 2021, well in advance of the planned September dates. However, if the easing of restrictions slows down for whatever reason, the events can be shifted to later dates in the year. The design and creative work can still occur as planned.

8. Background reading/external references

- 8.1 [City of Edinburgh Council Minute \(item 6\) 20 September 2018](#)

8.1.1 [Report](#)

8.2 [Finance & Resources Committee Minute \(item 10\) 26 September 2019](#)

8.2.1 [Report](#)

9. Appendices

9.1 Appendix 1 – Consultation Plan for the Commemoration of the Extension of Edinburgh City; Executive Summary, April 2020 (see separate document)

9.2 Appendix 2 – ReDrawing Edinburgh Community and Project Partners



JANICE
TULLOCK
ASSOCIATES

Consultation plan
For the
Commemoration of the Extension
of Edinburgh City

Contents

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Project plan in the time of Covid 19	7



Introduction

This report¹ summarises a project which examined how the City of Edinburgh could commemorate the expansion of the City of Edinburgh (to include the communities of Leith, Corstorphine, Colinton, Longstone, Cramond, Granton, Liberton and Gilmerton) in 1920. In September 2018 the City of Edinburgh Council (CEC) agreed to further investigate how to commemorate the centenary in 2020. A research and consultation process was undertaken to develop understanding of views of local residents, discuss ways of working and develop potential partnerships. The result of this process was an activity plan outlining potential activity, alongside a potential timeline and a case for support that can be used for funding applications. This process has been directed by staff of the City of Edinburgh Archives, Libraries, Museum and Creative Learning staff and this final report responds to the views of the project steering group.

It is important to note that following the consultation and development process and as this report was being written, Covid19 hit the UK. As a result, the final section of the report proposes a way forward for the activity plan, given the circumstances that the project now finds itself in.

The consultation

The consultation took place between December 2019 and February 2020 and comprised of:

- A general survey
- A public workshop at Gilmerton Library
- A public workshop at Leith Library
- A public workshop at Westerhailes Library
- A public workshop at the City Archives, City Chambers
- A teacher and school librarian workshop at the City Archives

The objectives of the process were to:

- Gather views and ideas on how the extension should and can be commemorated

¹ This is an executive summary of the longer report which describes the full project in detail.



- Identify what was important about each local area in 1920
- Identify potential members of a smaller stakeholder group
- Discuss which activities people might like to get involved in that would meet the project aims and principles
- Reach a wider range of people
- Develop partnerships with community groups that could deliver the project
- Record activities that have already been planned
- Inform people about the current status of the project as an unfunded project in development

Key findings from the consultation were:

- Overall reactions to the commemoration project were positive. For these people the expansion of the city and resultant changes had been mainly positive
- In some locations, particularly Leith, reactions were less positive, with people resistant to commemorating the 1920 Act but interested in celebrating and sharing the history and identity of their communities. There was a strong desire across the consultation to explore the full story of the 1920 Act and its implementation,
- Each community identified a range of stories and unique features from their communities. It was a common theme that participants expressed a worry that not everyone knew about the history of their communities,
- Overall, the groups wanted the commemoration to:
 - *“Build identity- help people to understand where they live and its history.*
 - *This is what forms the character of the area, it isn’t just a dormitory suburb.”*
- The groups identified a range of possible activities that they could undertake to share the history and identity of their communities, from developing plays, walks, tours to online museums and longer-term projects.
- Teachers and school librarians expressed overwhelming support for the project and discussed how it had made them think about teaching local history in a different way concentrating more on the hyper local story.
- Teachers saw the project as a good way to create pride in local areas, to explore political issues and to encourage young people to express their political views.



- The project also had potential for the delivery of the geography, citizenship and drama curriculums.

Recommendations arising from the consultation

As a result of the consultation process a series of intended outcomes of the commemoration have been developed. The commemoration of the 1920 Act should:

1. Bring heritage and history to a diverse range of people living locally who may not have previously engaged with history and heritage. This could include/focus on those previously overlooked by council services or newer residents, including refugees and asylum seekers.
2. Enable people to share pride in their local areas and their identity in the City of Edinburgh area.
3. Support people to learn more about the history and development of their local areas. Other areas of Edinburgh learn more about the history of these areas.
4. Making connections – between communities, between council services and between services and communities. Bridging gaps between generations.
5. Enable people to explore how the specific localities and Edinburgh were in 1920 and how they have changed since the extension.
6. Tell and share stories of these localities, digitising collections are digitised and making them available to all.
7. Recognise the contribution of these communities to the city from before the point of the enlargement onwards.
8. Support events and activities in non-city centre localities.

The consultation has indicated that there are several ways that the commemoration could ensure that it meets the needs of the consultees. These have been summarised in a series of principles for activity for the commemoration:



- The council should support communities to design, deliver and promote the activity. Activity should be the result of community/council service collaboration.
- Activity should take place in the individual communities and not centrally, except for one joint civic event. Activity need not be the same in each locality.
- Activities should celebrate the local communities and their contribution to Edinburgh, rather than the City of Edinburgh as a whole or city centre.
- Activities should be inter-generational.
- Activities should have a long lead in time, not necessarily finish in 2020 and grow from the bottom up.
- Activities should involve increasing access to local heritage information, archives and objects.
- Activity should not be aimed at tourists.
- Space should be provided in the project for critical analysis. Participants in the consultation were open to exploring the negative connotations to the extension. *"This should be an opportunity to re-enter the debate about the extension, to explore the issues that were raised at the time and what these shed on life today. We should explore what the aims of the extension were and what actually happened. "*
- Activity for schools should focus on a wide range of curriculum areas and be developed in partnership with teachers and school librarians.



Activity plan

9 Activities are proposed:

Ref	Activity Description
1	1920 development officer tasked with supporting and encouraging activity.
2	Providing support for community led projects which are funded by external sources e.g. support for funding applications, marketing, public relations and project development.
3	1920 Collections Reaching Out: Programme of activities by City of Edinburgh Council services including Archives, Libraries, Museum and Creative Learning.
4	<p>Voices of 1920: Development of workshop programme, joint activities and teaching resources relating to:</p> <ul style="list-style-type: none"> a. Each locality in 1920 aimed at primary schools b. Citizenship and political science for year 1-3 secondary school c. Human geography for Higher assessments
5	<p>Link 1920: Community led and researched exhibition on each area in 1920 to take place in each area. Culminating in a joint, centrally held exhibition at Central Library in November 2020.</p>
6	<p>Join 1920: A project to bring local people together to explore their area in 1920 and its contribution to the City. Outputs – Activities which become part of everyday life e.g. exhibitions on the No 21 bus</p>
7	<p>Explore 1920: Development of Edinburgh Collected to create a community archive in each area.</p>
8	<p>Walk 1920: Develop a series of walking tours of the borders of the city in 1920, one for each area that run on consecutive weeks. Research for the tours undertaken by community groups in partnership with CEC services. Linked online guides</p>



9	<p>Inspire 1920: Programme of creative and cultural activities inspired by 1920 and the era since in each locality</p>
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Several of the activities listed above could be combined and/or delivered using the same group of people. However, this approach would limit the numbers of people that the project could reach. For this reason, we would recommend that there was a local co-ordinating group in each area that worked with the 1920 officer to deliver the activities.

Whatever the format, the commemoration will need substantial additional resources to deliver a project that meets the needs and desires expressed by the public during this consultation process. Without this level of commitment, the project will look tokenistic, have limited impact and risk increasing the sense of injustice that some people still feel about the 1920 Act, rather than achieving the outcomes listed above.

The full detail of the evaluation of the project depends on the requirements of the funder, which is as yet unknown. Consequently, at this point we have created an evaluation framework based on the needs of the project and connected to the intended outcome of the project.

Project plan in the time of Covid 19

Covid 19 will have a range of impacts for the project:

- Inability of people to meet to plan and deliver activity;
- Inability to hold mass gatherings;
- Cancellation of festivals and events already planned for summer 2020;
- Closure of schools, possibly until at least August/September;
- Inability to create new groups to deliver the project;
- Inability to develop arts projects;
- Inability to rehearse and perform artistic works;
- Limitations to film making;



- City of Edinburgh Council staff may be transferred to Covid related tasks at little notice. Those remaining in their roles are home working and communication is limited to digital means;
- City of Edinburgh Council sites are closed and collections are inaccessible for the foreseeable future;
- National Heritage Lottery Fund has ended funding for new projects;
- Probable future restrictions of other funding streams, including Edinburgh City Council funding.

Covid 19 also provides some possibilities for the project, connected to digital access, levels of free time etc. As a result the activity plan has been reviewed and amended to find activities which are now deliverable with little funding and can be delivered within the era of Covid 19 and social distancing and which capitalise on existing digital resources. this approach will limit the reach and impact of the 1920 project and messaging by CEC should reflect this.



The activities identified are:

Ref	Activity Description
1	Providing support for community led projects which are funded by external sources e.g. support for funding applications, marketing, public relations and project development.
2	<p>Walk 1920:</p> <p>Develop a series of walking tours of the borders of the city in 1920, developed through community contributions of current images via a social media campaign. This would be managed to meet the requirements of social distancing if required. Later the images could be supplemented by archive and local studies images and a walking tour developed.</p>
3	<p>1920 Collections Reaching Out: Programme of activities by City of Edinburgh Council services including Archives, Libraries, Museum and Creative Learning. Planned during the next few months and delivered in the winter</p>
4	<p>Explore 1920:</p> <p>Development of Edinburgh Collected to create a community archive in each area. Planned in the next few months and digitisation when access allows. Restricted to digitisation within current resources.</p>
5	<p>Present 1920</p> <p>A centrally held exhibition at Central Library in November 2020.</p>

The reduced project that is capable of being delivered during the Covid 19 period will necessarily have a lower level of impact. The lower level of resources will also mean that a reduced evaluation programme is possible. The evaluation of this reduced programme will seek to ascertain the answers to the same questions as the full programme.





JANICE TULLOCK
ARCHIVE & HERITAGE
CONSULTANT

Appendix Two – ReDrawing Edinburgh Community & Project Partners

During the initial consultation 69 community organisations were identified and invited to attend one of the consultation events. In total, 38 individuals attended, representing 31 different community organisations across all target areas.

Out of these organisations, 8 became routine members of the community steering group.

These were:

- Bridgend Farmhouse Inspiring Growth
- Colinton Local History Society
- Colinton Amenity Association
- Cramond Association
- Corstorphine Trust
- Leith For Ever
- Leith Civic Trust
- Cinetopia Ltd.

Longstone and Gilmerton have been represented by individuals rather than groups.

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Culture and Communities Committee

10am, Tuesday, 15 June 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021 – 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 Culture and Communities Committee for information.

Andrew Kerr

Chief Executive

Contact: Martin Scott / Natalie Le Couteur, Committee Services, Strategy and Communications Division, Chief Executive's Service

E-mail: martin.scott@edinburgh.gov.uk / Natalie.le.couteur@edinburgh.gov.uk

Referral Report

Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021 – referral from the Governance, Risk and Best Value Committee

2. Terms of Referral

- 2.1 On the 23 March 2021 the Governance, Risk and Best Value (GRBV) Committee considered a report on Internal Audit Overdue Findings and Key Performance Indicators as at 10 February 2021, which provided an overview of the status of the overdue Internal Audit (IA) findings as at 10 February 2021. A total of 115 open IA findings remained to be addressed across the Council as at 10 February 2021. This included the one remaining historic finding and excluded 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 10 February 2021.
- 2.2.2 To refer the report to the relevant Council Executive committees and the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.
- 2.2.3 To agree to revise the timescale on outstanding action 107 which had a 2024 close date to an earlier date.
- 2.2.4 To agree that the 30 outstanding actions which were over a year old would return to GRBV for scrutiny in May 2021 or later subject to the Chief Internal Auditor and Convenor of GRBV's discussion

3. Background Reading/ External References

- 3.1 [Governance, Risk and Best Value Committee – 23 March 2020– Webcast](#)
- 3.2 Minute of the Governance, Risk and Best Value Committee - 23 March 2021

4. Appendices

Appendix 1 – report by the Chief Internal Auditor

Governance, Risk and Best Value Committee

10:00am, Tuesday, 23 March 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021

Item number

Executive/routine

Executive

Wards

Council Commitments

1. Recommendations

- 1.1 It is recommended that the Committee:
- 1.1.1 notes the status of the overdue Internal Audit (IA) findings as at 10 February 2021; and,
 - 1.1.2 refers this paper to the relevant Council Executive committees and the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.

Lesley Newdall

Chief Internal Auditor

Legal and Risk Division, Resources Directorate

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Internal Audit: Overdue Findings and Key Performance Indicators as at 10 February 2021

2. Executive Summary

Open and overdue Internal Audit findings

- 2.1 Following the Corporate Leadership Team (CLT) decision to temporarily reallocate capacity within directorates to prioritise focus on the closure of IA findings in November 2021, IA has noted a consistent increase in the number of overdue findings and management actions now proposed for closure by management, mainly driven by the Place and Resource Directorates. However, this is offset by an ongoing increase in the overall number of findings and management actions becoming overdue.
- 2.2 During the period 30 October 2020 to 10 February 2021 a total of 29 findings (14 open and 15 overdue) and 72 management actions have been closed following review by IA, within a positive monthly trend evident in the number of management actions closed.
- 2.3 There has been no significant change in the historic ageing profile of overdue findings, although there is a consistent increase evident in the number of findings less than 90 days overdue and the number of management actions where the latest implementation date has been missed. This confirms that ongoing focus is required to ensure that future implementation dates are achieved and not missed.
- 2.4 Further detail on the monthly trends in open and overdue findings is included at Appendix 1.

Ownership

- 2.5 Ownership of open IA findings previously owned by the former Executive Director of Communities and Families and Head of Strategy and Communications have now been reallocated to relevant Senior Managers.

Current position as at 10 February 2021

- 2.6 A total of 115 open IA findings remain to be addressed across the Council as at 10 February 2021. 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.

- 2.7 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.
- 2.8 During the period a total of 29 findings (14 open and 15 overdue) and 72 management actions have been closed across the Council following review by IA.
- 2.9 Of the 115 currently open IA findings:
 - 2.9.1 a total of 47 (41%) are open, but not yet overdue;
 - 2.9.2 68 (59%) are currently reported as overdue as they have missed the final agreed implementation dates. This reflects an increase of 11% in comparison to the October 2020 position (48%).
 - 2.9.3 68% of the overdue findings are more than six months overdue, reflecting a decrease of 4% in comparison to October 2020 (72%) with 24% aged between six months and one year and 44% more than one year overdue.
 - 2.9.4 evidence in relation to 20 of the 68 overdue findings is currently being reviewed by IA to confirm that it is sufficient to support closure; and
 - 2.9.5 48 overdue findings still require to be addressed.
- 2.10 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 74, reflecting a decrease of 4 when compared to the October 2020 position. This excludes the four-month date extension that was applied to reflect the impact of Covid-19.

Key Performance Indicators

- 2.11 Recognising the impacts of Covid-19, IA key performance indicators (KPIs) have not been applied to audits completed by IA during the current plan year, however IA has noted an increase in the time required to agree and finalise IA reports.
- 2.12 It is also acknowledged that IA is currently taking longer to respond to increased volumes of requests to validate closure of management actions whilst progressing delivery of the 2020/21 annual plan.

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 115 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 (114 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 68 open IA findings (67 current and 1 historic) are overdue.
- 4.3 The movement in open and overdue IA findings during the period 30 October 2020 to 10 February 2021 is as follows:

Analysis of changes between 30/10/20 and 10/02/2021					Analysis at 10/02/2021	
	Position 30/10/20	Added	Closed	Position 10/02/21	Current	Historic reopened
Open	126	3	(14)	115	114	1
Overdue	61	15	(8)	68	67	1

Current Overdue Findings

- 4.4 Of the 115 currently open findings, 68 (59%) comprising 19 High; 39 Medium; and 10 Low rated findings are now 'overdue'.
- 4.5 However, IA is currently reviewing evidence to support closure of 20 of these findings (6 High, 10 Medium and 4 Low), leaving a balance of 48 overdue findings (13 High; 29 Medium; and 6 Low) still to be addressed.

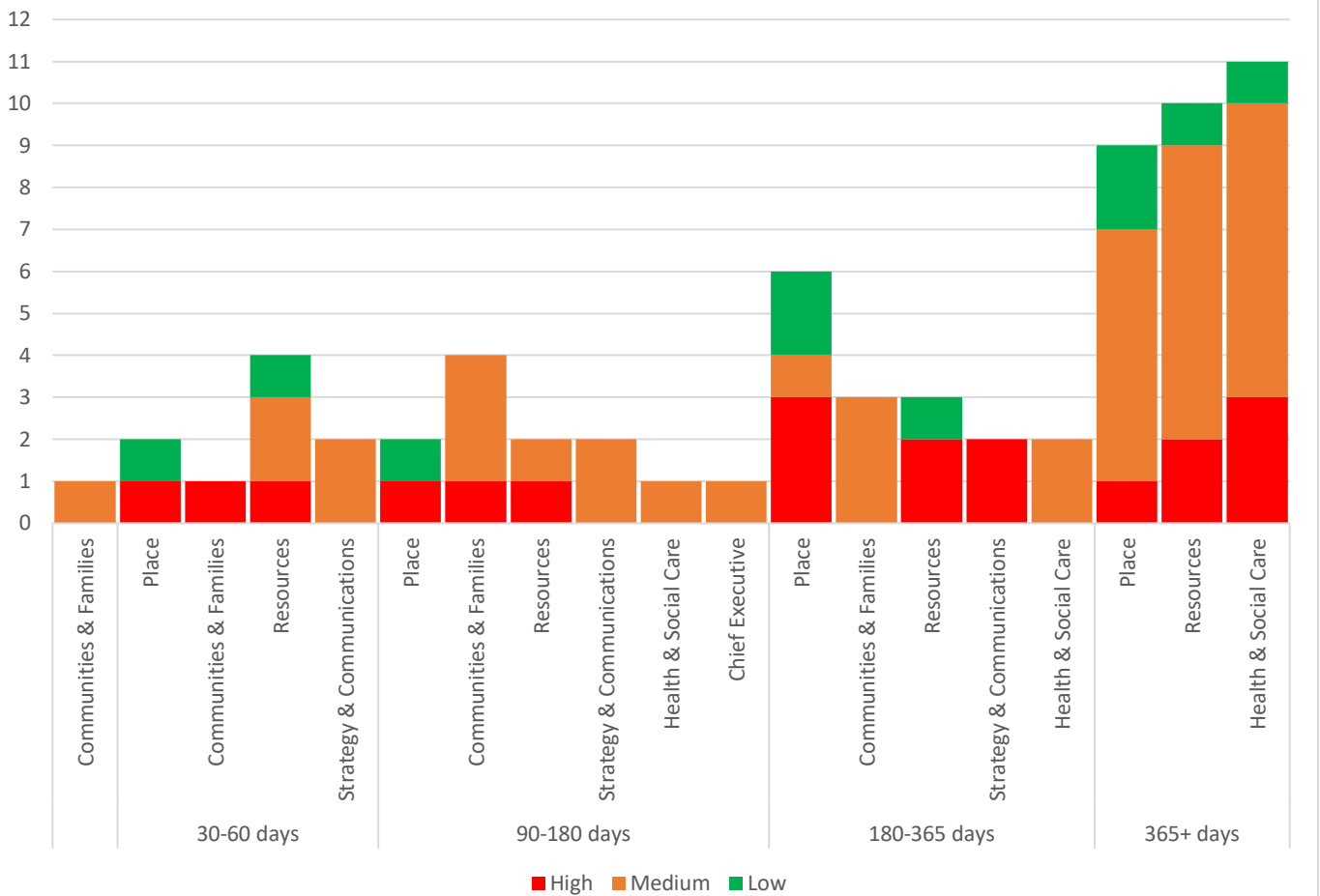
Historic Overdue Findings

- 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 March 2021.

Overdue findings ageing analysis

- 4.7 Figure 1 illustrates the ageing profile of all 68 current and historic overdue findings by rating across directorates as at 10 February 2021.

Figure 1: Aged Overdue Findings by Ratings across Directorates



4.8 This analysis of the ageing of the 68 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 decreased. However, this is offset by an increase in the proportion of findings less than six months overdue across the quarter.

- 10 (14%) are less than 3 months (90 days) overdue, in comparison to 13% as at October 2020;
- 12 (18%) are between 3 and 6 months (90 and 180 days) overdue, in comparison to 15% as at October 2020;
- 16 (24%) are between 6 months and one year (180 and 365 days) overdue, in comparison to 28% as at October 2020; and,
- 30 (44%) are more than one year overdue, with no change in comparison to the position as at October 2020.

4.9 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.

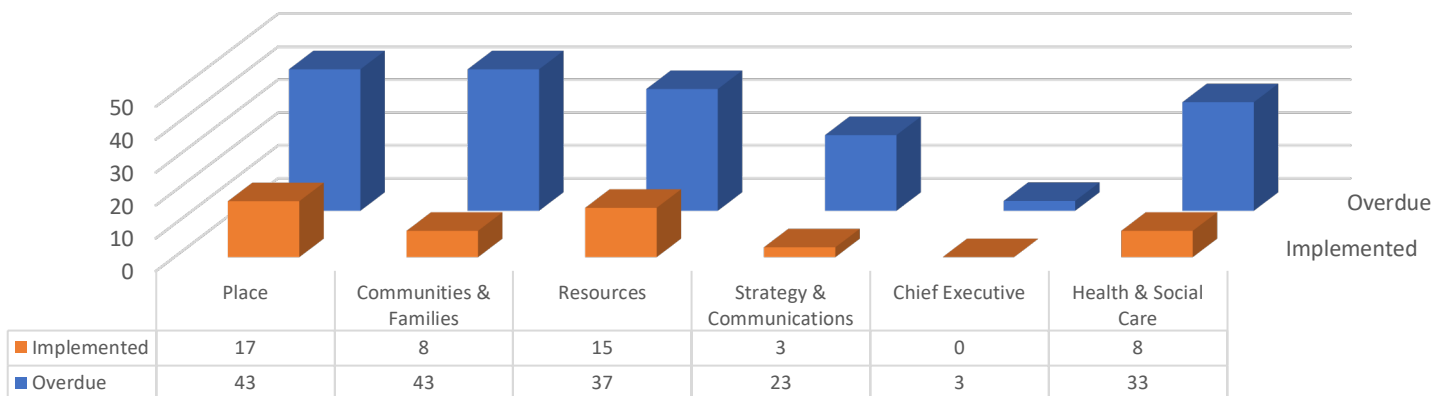
Findings Closed Based on Management's Risk Acceptance

- 4.10 One Low rated finding originally raised in the Waste and Cleansing Performance Management Framework audit completed in August 2019 has been closed by IA during the period where management has accepted a low of risk associated with the original IA finding.

Agreed Management Actions Analysis

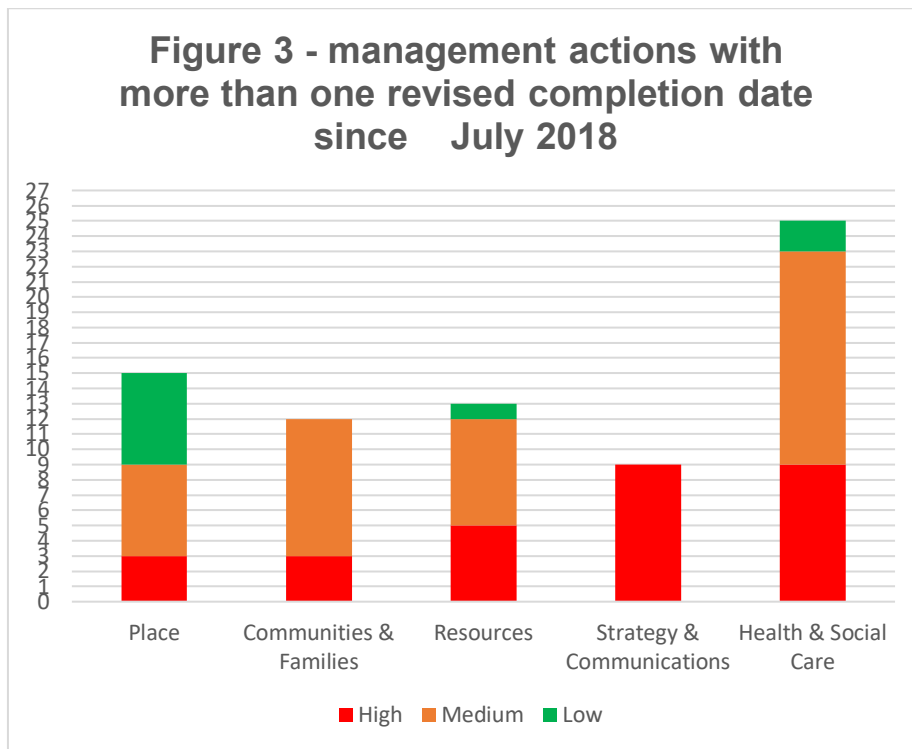
- 4.11 The 115 open IA findings are supported by a total of 315 agreed management actions. Of these, 182 (58%) are overdue as the completion timeframe agreed with management when the report was finalised has not been achieved. This reflects a 10% increase from the October 2019 position (48%).
- 4.12 Of the 182 overdue management actions, 51 have a status of 'implemented' and are currently with IA for review to confirm whether they can be closed, leaving a balance of 131 to be addressed.
- 4.13 Appendix 2 provides an analysis of the 182 overdue management actions highlighting:
- their current status as at 10 February 2021 with:
 - 51 implemented actions where management believe the action has been completed and it is now with IA for validation;
 - 102 started where the action is open, and implementation is ongoing; and
 - 29 pending where the action is open with no implementation progress evident to date.
 - 76 instances (42%) where the latest implementation date has been missed; and
 - 74 instances (41%) where the implementation date has been revised more than once.
- 4.14 Figure 2 illustrates the allocation of the 182 overdue management actions across Directorates, and the 51 that have been passed to IA for review to confirm whether they can be closed.

Figure 2: Overdue and Implemented Management Actions by Directorate



Revised Implementation Dates

- 4.15 Figure 3 illustrates that there are currently 74 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.
- 4.16 This reflects a decrease of 4 in comparison to the position reported in October 2020 (78).
- 4.17 Of these 74 management actions, 29 are associated with High rated findings; 36 Medium; and 9 Low, with the majority of date revisions in Health and Social Care Partnership.



Key Performance Themes Identified from the IA Dashboard

- 4.18 The IA dashboard has not been applied in the current plan year as the Council continues to focus on its Covid-19 resilience response.

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: Overdue Findings and Key Performance Indicators at 30 October 2020 – Paper 8.3](#)

9. Appendices

- 9.1 Appendix 1 – Monthly Trend Analysis of IA Overdue Findings and Management Actions
- 9.2 Appendix 2 – Internal Audit Overdue Management Actions as at 10 February 2021

Appendix 1 – Monthly Trend Analysis of IA Overdue Findings and Management Action

	<u>30/10/2020</u>		<u>07/12/2020</u>		<u>11/01/2021</u>		<u>10/02/21</u>		<u>Trend</u>
IA Findings									
Open findings	126	100%	123	100%	119	100%	115	100%	Not applicable
Not yet due	65	52%	59	48%	45	38%	47	41%	Not applicable
Overdue findings	61	48%	64	52%	74	62%	68	59%	
Findings Closed (open and Overdue)	6	N/A	3	N/A	4	N/A	7	N/A	
Overdue - IA Validating	10	16%	12	19%	17	23%	20	30%	
High Overdue	18	30%	19	30%	23	31%	19	28%	
Medium Overdue	33	54%	36	56%	41	55%	39	57%	
Low Overdue	10	16%	9	14%	10	14%	10	15%	
<90 days overdue	8	13%	11	17%	16	22%	10	15%	
90-180 days overdue	9	15%	7	11%	9	12%	12	18%	
180-365 days overdue	17	28%	21	33%	20	27%	16	23%	
>365 days overdue	27	44%	25	39%	29	39%	30	44%	
Management Actions									
Open actions	376	100%	364	100%	340	100%	315	100%	Not applicable
Not yet due	197	52%	175	48%	138	41%	133	42%	Not applicable
Overdue actions	179	48%	189	52%	202	59%	182	58%	
Actions Closed (Open and Overdue)	10	N/A	12	N/A	27	N/A	33	N/A	
Overdue - IA Validating	20	11%	39	21%	52	26%	51	28%	
Latest date missed	44	25%	60	32%	73	36%	76	42%	
Date revised more than once	76	42%	86	46%	82	41%	74	41%	

Trend Analysis - key

	Adverse trend - action required
	Stable with limited change
	Positive trend with progress evident

No trend analysis is performed on open findings and findings that are not yet due as these numbers will naturally increase when new IA reports are finalised

Appendix 2 - Internal Audit Overdue Management Actions as at 10 February 2021

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.

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Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
1	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>CE1902 - 1.2c Policy Register review: Ongoing review of policy register – Strategy and Communications</p> <p style="background-color: green; color: black; text-align: center;">Implemented</p>	<p>A working group led by Strategy and Communications with representation from Internal Audit and each Directorate will be established to identify and implement a process to support timely review and upload of approved policies, and Integrated Impact Assessments (IIA) for inclusion within the online register. Following this, further actions to meet the recommendations will be communicated to all Directorates and Divisions.</p>	<p>Estimated Date: 30/11/2020 Revised Date: 31/12/2020 No of Revisions 1</p>	<p>Chris Peggie Donna Rodger Laura Callender Ross Murray</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
2	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(a) - Review of Schools Admissions Policy</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
Page 230	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.2 - Review & Update of School Websites</p> <p>Implemented</p>	<p>A communication will be issued to all schools to request a review of their school website to ensure: current academic year handbooks are published; links to relevant content on the Council website remain current; only standard approved Council forms are published; and all privacy notices published on School websites are directly linked to the Council's statement.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
4	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>CF1901 Issue 2.1(b): Committee on Pupil Student Support Remit, Review & Recording of Outcomes</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 30/11/2020 No of Revisions 1</p>	<p>Andy Gray Arran Finlay Donna Rodger Hayley Barnett Lesley Birrell Nickey Boyle Ruth Currie</p>
Page 231 5	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 5: Provision of Training & Support</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 5: Induction and annual refresher training programme</p> <p>Implemented</p>	<p>Following conclusion of the working group, Communities and Families will develop a programme of training which includes input across all services areas involved will be designed and delivered to schools' senior leadership teams to ensure that they are aware of and understand: Revised policy and procedures where relevant Applicable legislative and regulatory requirements and Council policies The end to end capacity planning, admissions and appeals process, including management of waiting lists Roles, responsibilities and accountabilities of all teams involved in the process Data access, security, and retention requirements Conflicts of interest requirements Parent and carer engagement guidance Details of ongoing support and information available to manage capacity planning in relation to late placing requests and</p>	<p>Estimated Date: 31/10/2020 Revised Date: 01/03/2021 No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				upheld appeals, including timetabling and accommodation adjustments		
6	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 1.1: Review and Refresh of the project file review process.</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 3</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>
Page 232	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 1.2: Process communication and training</p> <p>Implemented</p>	<p>Agreed actions will be implemented as recommended by Internal Audit. The project team will work to an end of January date for implementation of quality assurance within the project team with an end of February date for Internal Audit to review the process applied.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Stephen Moir</p>
8	<p>Historic Unimplemented Findings</p> <p>MIS1601 - issue 1 Budgetary Impact</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>Recommendation 1 - Budgetary Impact</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/03/2017</p> <p>Revised Date: 29/06/2018</p> <p>No of Revisions 0</p>	<p>Audrey Dutton Gohar Khan Layla Smith Michelle Vanhegan Murdo MacLeod Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
9	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	Medium	CW1806 Issue 1.1(2): ATEC 24 Review of Operational Processes - Call Prioritisation Implemented	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	Angela Ritchie Craig O'Donnell Tom Cowan
10	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 Implemented	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 2	Angela Ritchie Craig O'Donnell Tom Cowan
11	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 Implemented	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 2	Angela Ritchie Craig O'Donnell Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
12	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 Implemented	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	Angela Ritchie Craig O'Donnell Tom Cowan
13	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 Implemented	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	Angela Ritchie Craig O'Donnell Tom Cowan
14	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	Estimated Date: 28/02/2020 Revised Date: 01/07/2020 No of Revisions 0	Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 235				<p>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.</p>		

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">15 Page 236</p>	<p>Digital Services Change Initiation</p> <p>CW1901 Change Initiation: Issue 1 - Inconsistencies in the change management processes</p> <p>Stephen Moir, Executive Director of Resources</p>	<p>Medium</p>	<p>CW1901: Recommendation 1.2.1 - Review of service levels for CGI review and response to change requests</p> <p>Implemented</p>	<p>Service levels for CGI review of and responses to change requests will be reviewed and consideration given to implementing the following changes where this is possible within the terms of the current contract: creating bespoke service levels for individual complex change requests with any additional costs associated with bespoke service levels incorporated into the cost of the change request. Where bespoke service levels are agreed, a process will be established to ensure that these are communicated to both Digital Services and the change requestor. CGI and the Council will also consider and implement (if appropriate) an initial review of change requests to confirm that they are of an acceptable level of quality and include sufficient information to support an initial assessment of the requirement for a Data Privacy Impact Assessment prior to acceptance. Progress against delivery of both standard and bespoke service levels for CGI review of and response to change requests will continue to be monitored by both the Council and CGI via established governance processes.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Roarty Derek Masson Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
16	<p>Digital Services Change Initiation</p> <p>CW1901 Change Initiation: Issue 1 - Inconsistencies in the change management processes</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1901: Recommendation 1.2.2 - Defined point for assessment for DPIAs for simple changes</p> <p>Implemented</p>	<p>A clearly defined point for assessment of the requirement for Data Privacy Impact Assessments (DPIAs) for simple changes will be agreed; incorporated within the change request process (Remedy submission forms); and consistently applied.</p>	<p>Estimated Date: 31/12/2020 Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Roarty Derek Masson Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>
Page 237	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1905 Rec. 1.1d: Health and Social Care Partnership - Divisional and directorate supply chain management</p> <p>Implemented</p>	<p>As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be implemented as recommended by Internal Audit and in line with an earlier CLT decision (8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.</p>	<p>Estimated Date:30/10/2020 Revised Date: No of Revisions0</p>	<p>Angela Ritchie Moir Pringle Tom Cowan Tony Duncan</p>
18	<p>Validation Review 2019/20</p> <p>CW1909 Issue 2: Communities and Families – Complaints received by Helpline</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CW1909 Recommendation 2.1.1 - Roles and Responsibilities for managing complaints helpline</p> <p>Implemented</p>	<p>Access to the complaints database will be arranged for all team members involved in the complaint handling process with supporting files saved in secured shared drives. Contingency access arrangements will also be developed and implemented.</p>	<p>Estimated Date: 31/01/2021 Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson Michelle McMillan Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
19	<p>Validation Review 2019/20</p> <p>CW1909 Issue 2: Communities and Families – Complaints received by Helpline</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CW1909 Recommendation 2.1.2 - Transferring temporary complaints records and updating performance statistics</p> <p>Implemented</p>	<p>The complaints cases that were recorded on the temporary spreadsheet will be transferred to the complaints database and the performance statistics retrospectively updated. Management will also be advised of any significant changes in performance statistic resulting from the retrospective update.</p>	<p>Estimated Date: 31/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson Michelle McMillan Nickey Boyle</p>
Page 238	<p>Life Safety</p> <p>CW1910 - Life safety: Issue 4 Housing Property Services – fire and water safety processes</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>CW1910 Rec. 4.1.2 Housing Property Services – fire safety inspections in low rise properties</p> <p>Implemented</p>	<p>Housing Property Services will investigate the feasibility of implementing a technology solution to enable recording of the outcomes of fire inspections in low rise buildings where the Council has responsibility with Digital Services. If a solution is feasible, a change request for implementation of the new system will be prepared and submitted to CGI, the Council's technology partner.</p>	<p>Estimated Date: 18/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Coburn Alistair Latona Michael Thain Patricia Blore Willie Gilhooly</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 239	<p>Drivers - findings only report</p> <p>1: Completion of Driver Licence checks</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>1.2 - Agreed Management Action – Establish an accurate population of Council drivers</p> <p style="background-color: green; color: black; text-align: center;">Implemented</p>	<p>1. An e mail will be prepared and issued by the Executive Director of Place. This will include an explanation of the requirement for Council vocational and grey fleet drivers to complete and return the DVLA driver licence check permissions forms to Fleet Services and include a date for completion. The e mail will also reinforce the escalation process to be applied where that driving permission forms are not received and will confirm that driver permits will be revoked where completed forms are not returned on time. 2. Fleet services will engage with the Business Hub team within Strategy and Communications and to determine what support can be provided to enable effective resolution of the current position and the nature of ongoing support required. 3. This action is already in progress as a number of leavers have now been removed from the Fleet Services Tranman driver database. Once all permission forms have been received, a full reconciliation will be performed. Subsequent reconciliations will then be performed monthly and will be moved to quarterly if no significant issues are experienced. 4. Reports are currently received monthly from the Business Hub (Strategy and Communications) and Per Temps for agency workers, but these include all leavers and do not specifically highlight those who are drivers. As part of our engagement with the Strategy and Communications</p>	<p>Estimated Date: 01/11/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Graeme Hume Nicole Fraser Scott Millar</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 240				<p>Business Hub, we will determine whether leaver reports can be provided that include details of vocational and grey fleet drivers. If this is not possible, we will engage with Continuous Improvement to determine whether it is possible to design and implement an electronic process that compares the employee data in the leavers reports with the data retained in the Fleet Services Tranman driver database to identify those leavers who are drivers. If this is not possible, a manual comparison will continue to be performed and leavers who are drivers will be removed from the Tranman database and advised to Davis</p> <p>5 and 6 - Once the data cleanse and reconciliation has been performed, the Council will have an accurate record of all known vocational, grey fleet, and agency drivers that details where checks have been performed and permits issued. The ongoing reconciliation to be performed at 2 above will ensure that this remains complete and accurate 7. E Davis will perform the licence checks as soon as permission forms are received by them. Davis also provides management information in relation to permissions that are due to expire. MI re permissions that are due to expire.</p>		

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
22	<p>Drivers - findings only report</p> <p>1: Completion of Driver Licence checks</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>1.3 - Driver permit revocation</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 04/05/2020</p> <p>Revised Date: 29/01/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Graeme Hume Nicole Fraser Scott Millar</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
23	<p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 1: Digital strategy and governance</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1914 Rec 1.3 - Architectural roadmap</p> <p>Implemented</p>	<p>The digital strategy will be supported by a digital roadmap. The roadmap will be designed to understand both existing and future technology system requirements across Council directorates and divisions, including existing shadow IT systems and the potential future use of shadow IT to support ongoing service delivery. This road map will be prepared in consultation with divisions and directorates. A process will be established to ensure that all new technology procurement requests are considered by the enterprise architecture governance forum together with the register of shadow IT to inform final procurement / system development decisions. This will include a RACI document that clearly defines who should be responsible; accountable; consulted; and informed for all relevant aspects of enterprise architecture governance between the Council and its technology partners CGI.</p>	<p>Estimated Date: 17/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Bell Nicola Harvey</p>
24	<p>Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management</p> <p>Risk and Supplier Performance Management</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec 1 - Risk Management</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date:30/03/2018</p> <p>Revised Date:01/03/2021</p> <p>No of Revisions 4</p>	<p>Angela Ritchie David Williams Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
25	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Key Person Dependency and Process Documentation Judith Proctor, Chief Officer	Medium	Rec 5 - Records Management Policy Implemented	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	Angela Ritchie David Williams Tony Duncan
26	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
Page 243	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
28	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

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
29	<p>Planning and S75 Developer Contributions</p> <p>Ongoing management of developer contributions</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>PL1802 Iss 3 Rec 3.2</p> <p>Ongoing maintenance of developer contributions</p> <p>Implemented</p>	All recommended actions will be implemented as set out above (in IA recommendations).	<p>Estimated Date: 30/09/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 0</p>	<p>Alison Henry</p> <p>Annette Smith</p> <p>Hugh Dunn</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Rebecca Andrew</p>
30	<p>HMO Licensing</p> <p>PL1803 Issue 1 Licensing system - Data Integrity and Performance Issues</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1803 Issue 1.2</p> <p>Escalation of system issues</p> <p>Implemented</p>	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	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Andrew Mitchell</p> <p>David Givan</p> <p>George Gaunt</p> <p>Grace McCabe</p> <p>Isla Burton</p> <p>Michael Thain</p> <p>Sandra Harrison</p>
31	<p>HMO Licensing</p> <p>PL1803 Issue 3 - Operational Performance and Reporting</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>PL1803 Issue 3.6</p> <p>HMO Key Performance Indicators and Performance Reporting</p> <p>Implemented</p>	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	<p>Estimated Date: 31/01/2020</p> <p>Revised Date: 01/06/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn</p> <p>Andrew Mitchell</p> <p>David Givan</p> <p>George Gaunt</p> <p>Grace McCabe</p> <p>Isla Burton</p> <p>Michael Thain</p> <p>Sandra Harrison</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				approval for performance targets ongoing performance targets.		
32	<p>Waste & Cleansing Services - Performance Management Framework</p> <p>PL1807 Issue 1: Waste and Cleansing Performance Management Framework</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1807 1.3 Waste and Cleansing Policy</p> <p>Implemented</p>	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.	<p>Estimated Date: 27/12/2019</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Andy Williams</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p>
Page 33 245	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 4. Roads - Management of public liability claims</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1808 - 4.1 Management of public liability claims</p> <p>Implemented</p>	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.	<p>Estimated Date: 28/05/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Cliff Hutt</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>Gavin Brown</p> <p>George Gaunt</p> <p>Jamie Watson</p> <p>Jordan Walker</p> <p>Nicole Fraser</p> <p>Sean Gilchrist</p>
34	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 4. Roads - Management of public liability claims</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1808 - 4.2 Management of public liability claims</p> <p>Implemented</p>	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.	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>Cliff Hutt</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>Gavin Brown</p> <p>George Gaunt</p> <p>Jamie Watson</p> <p>Nicole Fraser</p> <p>Sean Gilchrist</p>

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<p style="text-align: center;">35</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 246</p>	<p>Street Lighting and Traffic Signals</p> <p>Street Lighting - Inventory and Maintenance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	<p>Medium</p>	<p>PL1810 Issue 2: Rec 1 - Street lighting inventory completeness and electrical testing results</p> <p style="background-color: #00FF00; display: inline-block; padding: 2px;">Implemented</p>	<p>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.</p>	<p>Estimated Date:20/12/2019</p> <p>Revised Date:01/02/2021</p> <p style="background-color: #FFFF00; display: inline-block; padding: 2px;">No of Revisions</p> <p style="background-color: #FFFF00; display: inline-block; padding: 2px;">3</p>	<p>Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Nicole Fraser Robert Mansell Tony Booth</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
36	<p>Street Lighting and Traffic Signals</p> <p>Street Lighting - Inventory and Maintenance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>PL1810 Issue 2: Rec 2 - Street Lighting Inventory Checks</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 20/12/2019 Revised Date: 01/02/2021 No of Revisions 3</p>	<p>Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Nicole Fraser Robert Mansell Tony Booth</p>
37	<p>Property Maintenance</p> <p>Monitoring of outstanding jobs</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>Monitoring of outstanding jobs</p> <p>Implemented</p>	<p>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</p>	<p>Estimated Date: 31/12/2017 Revised Date: 31/05/2019 No of Revisions 3</p>	<p>Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Murdo MacLeod Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
38	<p>Drivers</p> <p>Management and use of Driver Permits and fuel FOB cards</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Management and use of Driver Permits and Fuel FOB cards Rec 4</p> <p>Implemented</p>	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;	<p>Estimated Date: 01/02/2019</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 3</p>	<p>Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright</p>
Page 248	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents Rec 3</p> <p>Implemented</p>	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;	<p>Estimated Date: 01/02/2019</p> <p>Revised Date: 01/12/2020</p> <p>No of Revisions 2</p>	<p>Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright</p>
40	<p>Cyber Security - Public Sector Action Plan</p> <p>RES1808: Issue 1: Critical Operational Cyber Security Controls</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1808: Issue 1: Recommendation 4.1 - User access controls</p> <p>Implemented</p>	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,	<p>Estimated Date: 31/05/2019</p> <p>Revised Date: 01/10/2019</p> <p>No of Revisions 0</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				approved, signed, and provided to Scott Moncrieff.		
41	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>RES1809 Issue 1.1(4): Completeness and accuracy of the contract register - Place</p> <p>Implemented</p>	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.	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Lynne Halfpenny</p> <p>Michael Thain</p>
Page 249	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	High	<p>RES1809 Issue 1.4(3): Review of contract waivers - C&F</p> <p>Implemented</p>	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.	<p>Estimated Date: 27/03/2020</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 1</p>	<p>Anna Gray</p> <p>Claire Thompson</p> <p>David Hoy</p> <p>Michelle McMillan</p> <p>Nichola Dadds</p> <p>Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
43	<p>New Facilities Management Service Level Agreement</p> <p>RES1814 - Facilities Management SLA: Janitorial Services Governance Framework</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1814 - Facilities Management SLA: Issue 1.1 Key Performance Indicators</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date:31/03/2020</p> <p>Revised Date:01/08/2020</p> <p>No of Revisions</p> <p>0</p>	<p>Audrey DuttonGohar KhanLayla SmithMark StenhouseMichelle VanheganPeter Watton</p>
44	<p>New Facilities Management Service Level Agreement</p> <p>RES1814 - Facilities Management SLA: Janitorial Services Governance Framework</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>Facilities Management SLA: Issue 1.3 Ongoing quality assurance reviews</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions</p> <p>1</p>	<p>Audrey Dutton Gohar Khan Layla Smith Mark Stenhouse Michelle Vanhegan Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
45 Page 251	<p style="text-align: center;">CGI Subcontract Management C/f 2018/19</p> <p>1 Council oversight of CGI subcontract management</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>1.1 Assessment of the criticality of CGI sub-contractors</p> <p style="text-align: center; background-color: #00FF00;">Implemented</p>	<p>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.</p>	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 01/01/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
46	Digital Services Incident and Problem Management RES1907 Incident and Problem Management: Issue 1 - Next steps for incident resolution Stephen Moir, Executive Director of Resources	Low	RES1907 Recommendation 1.1.1 - Incident Reports Implemented	Agreed – updates will be provided into the problem management records that feed into the Problem Review Board.	Estimated Date: 31/12/2020 Revised Date: No of Revisions 0	Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey Richard Burgess
47	Digital Services Incident and Problem Management RES1907 Incident and Problem Management: Issue 1 - Next steps for incident resolution Stephen Moir, Executive Director of Resources	Low	RES1907 Recommendation 1.1.2 - Partnership Board and Client Service Reports Implemented	Agreed – the Client Service reports, and Partnership Board documents will be amended in relation to problem records to make reference to updates of the problem records being recorded in the Problem Review Board input.	Estimated Date: 31/12/2020 Revised Date: No of Revisions 0	Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey Richard Burgess
48	Social Media - Controls over access to SM Accounts 3. Social media training Michael Pinkerton, Media Manager	Medium	CE1901 Rec3.3 Ongoing delivery of social media training Implemented	Strategy and Communications will engage with Human Resources to ask that face to face social media training is advertised through the Council's e learning (CECil) programme with courses made available at an appropriate frequency, and confirm whether there is scope for courses within the available budget.	Estimated Date: 29/01/2021 Revised Date: No of Revisions 0	David Ure Donna Rodger

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
49	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
Page 253	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

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
51	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents</p> <p>Implemented</p>	Six monthly reporting will be provided to the Corporate Leadership Team together with details of relevant actions taken.	<p>Estimated Date:01/10/2019</p> <p>Revised Date:01/12/2020</p> <p>No of Revisions</p> <p>1</p>	<p>Adam FergieAlison CoburnClaire DuchartDavid GivanGareth BarwellGeorge GauntKaty MillerMartin YoungNicole FraserScott MillarSteven Wright</p>
52	<p>Portfolio Governance Framework</p> <p>CE1801 Issue 1: Project and portfolio management and scrutiny</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>CE1801 Issue 1.4: Whole of life toolkit</p> <p>Pending</p>	Strategic Change and Delivery will include guidance for project managers on whole life costing based on the approach adopted by finance	<p>Estimated Date: 29/05/2020</p> <p>Revised Date: 01/10/2020</p> <p>No of Revisions</p> <p>0</p>	<p>Alison Henry</p> <p>Annette Smith</p> <p>Donna Rodger</p> <p>Hugh Dunn</p> <p>Rebecca Andrew</p> <p>Simone Hislop</p>
53	<p>Social Media - Controls over access to SM Accounts</p> <p>1. Social media operational framework</p> <p>Michael Pinkerton, Media Manager</p>	High	<p>CE1901 Rec1.5 Social Media Risks</p> <p>Pending</p>	The risks associated with the ongoing use of social media that are highlighted in this report will be assessed and recorded in the Strategy and Communications risk register together with details of mitigating actions to ensure that they are addressed.	<p>Estimated Date: 30/10/2020</p> <p>Revised Date:</p> <p>No of Revisions</p> <p>0</p>	<p>David Ure</p> <p>Donna Rodger</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
54	<p>Social Media - Controls over access to SM Accounts</p> <p>3. Social media training</p> <p>Michael Pinkerton, Media Manager</p>	Medium	<p>CE1901 Rec3.2 Refresh of social media training materials</p> <p>Pending</p>	<p>1. Existing training materials and the e learning module content will be reviewed and refreshed with support from Human Resources (where required) to ensure that it is aligned with applicable legislation and regulations. 2. The e learning module will be updated to ensure that sufficient information is provided prior to testing and that correct answers are provided to incorrect responses. 3. Ownership of the content of the social media e learning model will be agreed between Strategy and Communications and Human Resources.</p>	<p>Estimated Date: 25/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>David Ure Donna Rodger</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 256 5	<p style="text-align: center;">Policy Management Framework</p> <p style="text-align: center;">CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register</p> <p style="text-align: center;">Paul Lawrence, Executive Director of Place and SRO</p>	High	<p style="text-align: center;">CE1902 - 1.2b Policy Register review: Initial review of online policy register – Place</p> <p style="text-align: center;">Pending</p>	<p>Following receipt of the Directorate policy register extract provided by Strategy and Communications, each Directorate will perform an initial review of their section of the policy register to identify out of date and draft documents. A status update will be provided to Strategy and Communications for each document currently published online, to confirm whether the published version is the most up to date approved version and no immediate action is required. is out of date but has been recently reviewed and reported to Committee in the annual policy assurance statement – a copy of the most recent version held by the Directorate or Division will then be sent to by Strategy and Communications for publication on the current online register. is out of date or in draft with no recently approved version available. Strategy and Communications will then remove the current online version from the online policy register and note that the document is being reviewed. Strategy and Communications will update the current online policy register on the basis of returns and Directorates will commence their wider policy review set out at 1.2d.</p>	<p>Estimated Date: 31/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p style="text-align: center;">Alison Coburn David Givan Gareth Barwell George Gaunt Lynne Halfpenny Michael Thain Veronica Wishart</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
56	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CE1902 3.1a Policy framework – definitions for policies, procedures, and guidance</p> <p>Pending</p>	<p>Clear definitions will be established for policies; procedures; and guidance and will reflect that policies outline the Council's response to legislation; regulations and statutory requirements, specifying what the Council will do to ensure compliance, whilst procedures and guidance detail how policy objectives will be achieved. The definitions will be agreed by the Corporate Leadership Team and The Policy and Sustainability Committee and will be communicated across all Council Directorates and Divisions.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Beth Hall Donna Rodger Kevin Wilbraham Laura Callender</p>
Page 257	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CE1902 3.1b Policy framework - First- and second-lines roles and responsibilities</p> <p>Pending</p>	<p>Following the outcomes of the Working Group (see recommendation 1.2c), First line (directorate) and second line (Strategy and Communications) roles and responsibilities in relation to the policy management framework and confirmation of its ongoing application will be communicated across Directorates and Divisions and included in the guidance published on the Orb.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Donna Rodger Laura Callender</p>
58	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and</p>	Medium	<p>CE1902 3.1c Policy framework - review of guidance, templates and orb pages</p> <p>Pending</p>	<p>Guidance and supporting templates on the Orb will be reviewed and refreshed to include links to agreed policy definitions and templates and the policy register and checks performed to confirm that these can be accessed.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Laura Callender</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Resilience Senior Manager					
59	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(a) - Review of Operational Forms</p> <p>Pending</p>	<p>The remit of the working group led by the Communities and Families Senior Education Officer will include a review of all admissions forms published on the Council website and Orb to ensure that they remain fit for purpose and include all necessary accessibility and privacy statements.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 258 60	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(b) - Online Application Form</p> <p>Pending</p>	<p>Development of a single online application form will be led by Customer Transactions Team as discussions already underway with internal automation team and Transactions have successfully introduced online applications in other areas of the business.</p>	<p>Estimated Date:31/12/2020</p> <p>Revised Date:01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
61	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(c) - Issue of 'Request Granted' Letters</p> <p>Pending</p>	<p>The working group remit led by the Communities and Families Senior Education Officer will include consideration of continued need for formal 'request granted template letters or whether an email to parents / guardians is an acceptable alternative option. Where emails are the preferred option, guidance will be provided to schools to ensure that the terms and limitations of the placement offer are included.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 259</p> <p>62</p>	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(d) - Issuing Standard Letters & Forms</p> <p>Pending</p>	<p>A communication will be issued by Schools and Life Long Learning management to all schools reminding them to comply with placing request processes as outlined on the Orb, including the requirement to: issue a standard request refusal letter for all application refusals which includes all required paragraphs and is supported by a copy of the frequently asked questions document; and use standard Council forms only. The communication will advise schools to provide feedback where standard forms are not considered to meet the needs of the school, for example, if an additional section for course subjects studied at secondary school is required. Feedback from schools will be considered as part of the working group's review of operational forms.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
63	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.1(a): Committee on Pupil Student Support Recording of Officer Review</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 264	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.3(a): Validation of Registration & Enrolment Applications</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
65	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of</p>	High	<p>CF1901 Issue 2.3(b): Quality Assurance Checks in Schools</p> <p>Pending</p>	<p>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-</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Schools & Lifelong Learning			Assurance Framework from 2021 onwards.		
66	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.4: Managing Conflicts of Interest</p> <p>Pending</p>	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.	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
Page 261 67	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.1: Access to Personal Data</p> <p>Pending</p>	Files and shared folders will be reviewed, and appropriate access permissions and password controls implemented.	<p>Estimated Date: 31/07/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
68	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.2: Secure Email Transmission</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 30/09/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 262	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.4(b): Document Retention & Disposal; Schools</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date:30/06/2020</p> <p>Revised Date:22/02/2021</p> <p>No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
70	<p>PVG and Disclosures</p> <p>CF1904: Issue 1 - PVG membership for individuals in schools</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1904: Rec 1.2c - Monitoring volunteers who are employees</p> <p>Pending</p>	<p>A communication will be issued by Communities and Families to Active Schools to advise that a 'Short Scheme Record' is required for all volunteers who are City of Edinburgh employees. In addition, Communities and Families seek written assurance from Active Schools, on a six-monthly basis to confirm that all volunteers who carry out regulated work within schools</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson Michelle McMillan Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				have a current PVG scheme membership.		
71	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	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	Angela Ritchie Craig O'Donnell Tom Cowan
72	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer	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	Angela Ritchie Craig O'Donnell Tom Cowan
73	Brexit impacts - supply chain management CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	Medium	CW1905 Rec. 1.1c: Communities and Families - Divisional and directorate supply chain management Pending	As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be implemented as recommended by Internal Audit and in line with an earlier CLT decision (8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.	Estimated Date: 30/10/2020 Revised Date: No of Revisions 0	Andy Gray Bernadette Oxley Crawford McGhie Michelle McMillan Nichola Dadds Nickey Boyle

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
74	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CW1905 Rec. 1.1e: Strategy and Communications - Divisional and directorate supply chain management</p> <p>Pending</p>	<p>As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be implemented as recommended by Internal Audit and in line with an earlier CLT decision(8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.</p>	<p>Estimated Date: 30/10/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Andy Nichol Donna Rodger Gillie Severin Michael Pinkerton Paula McLeay</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
75	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 2: Brexit governance and risk management</p> <p>Andrew Kerr, Chief Executive</p>	Medium	<p>CW1905- Recom. 2.1a: Resilience team - Adequacy & effectiveness of the Brexit risk management & governance process</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 30/09/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Donna Rodger</p> <p>Gavin King</p> <p>Mary-Ellen Lang</p>
76	<p>Validation Review 2019/20</p> <p>CW1909 Issue 2: Communities and Families – Complaints received by Helpline</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CW1909 Recommendation 2.1.3 - Development and communication of complaints handling guidance</p> <p>Pending</p>	<p>3. Complaint handling procedures and guidance will be developed and maintained and shared with all relevant team members as recommended.</p>	<p>Estimated Date: 31/01/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Claire Thompson</p> <p>Michelle McMillan</p> <p>Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
77	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.3 Roads Service Improvement Plan project governance</p> <p>Pending</p>	<p>Accepted. The re-based plan will be managed in line with the Project Management Toolkit for Major Projects. The plan will be managed by the Roads service Performance Coordinator once appointed in the revised structure.</p>	<p>Estimated Date: 20/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser</p>
Page 266	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>RES1809 Issue 1.3(3): Contract manager support and guidance - Place</p> <p>Pending</p>	<p>Place This recommendation is accepted, and this will be added as appropriate to the Place mandatory training matrix at the next review.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 01/01/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Lynne Halfpenny Michael Thain</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
79	<p>Budget Setting and Management</p> <p>RES 1903 Issue 1: Savings proposals documentation and risk assessments</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	Medium	<p>RES 1903 Issue 1.1: Savings proposals documentation and risk assessments</p> <p>Pending</p>	<p>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 applied to all savings delivery progress updates provided to Directorate management teams, CLT, and service committees.</p>	<p>Estimated Date:30/09/2020</p> <p>Revised Date:01/02/2021</p> <p>No of Revisions</p> <p>0</p>	<p>Alison HenryAnnette SmithDonna RodgerEmma BakerHugh DunnJohn ConnartyLayla SmithMichelle Vanhegan</p>
Page 267 ⁰⁸	<p>Budget Setting and Management</p> <p>RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback.</p> <p>Paula McLeay, Policy and Insight Senior Manager</p>	Medium	<p>RES 1903 Issue 3.1: Annual budget setting lessons learned methodology</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 31/05/2020</p> <p>Revised Date: 01/10/2020</p> <p>No of Revisions</p> <p>0</p>	<p>Alison Henry Annette Smith Donna Rodger Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
81	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(b) - Review of Admissions Operational Procedures</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 268 82	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(c) - Placing Appeals Procedures</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
83	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(d)/(e) - Communicating Guidance on Website & Orb</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/09/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
Page 269	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>CF1901 Issue 2.3(d): Sharing Outcomes of Annual Checks</p> <p>Started</p>	<p>Outcomes of annual checks that highlight any significant and systemic weaknesses will be shared with Schools and Lifelong Learning with a request that findings identified from the review are addressed and processes updated to ensure that they do not recur in subsequent years.</p>	<p>Estimated Date: 30/11/2020</p> <p>Revised Date: 01/04/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Andy Gray Arran Finlay Jane MacIntyre Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
85	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 3.1(a): Development & Communication of end to end processes and role/responsibilities</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
86	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 3.1(b): Internal Partnership Protocols</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions</p> <p>1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
87	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of</p>	Medium	<p>CF1901 Issue 3.1(c): Annual Process - Debrief & Lessons Learned</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions</p> <p>1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Schools & Lifelong Learning					Sheila Haig Stephen Moir
88	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 3.1(d): Roles & Responsibilities Outwith Annual Process</p> <p>Started</p>	<p>The working group will review the roles and responsibilities for any tasks performed outwith 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.</p>	<p>Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 3</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
89	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.4(a): Document Retention & Disposal; All Services</p> <p>Started</p>	<p>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 outwith the relevant period will be destroyed in line with the Council's disposal guidelines and a retention schedule and destruction log maintained.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
90	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: 30/06/2021 No of Revisions 6	Angela Ritchie Jacqui Macrae
Page 273 91	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: 30/06/2021 No of Revisions 2	Angela Ritchie Jacqui Macrae
92	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements	High	Rec 3.1 a) Place - Development of Resilience Plans/protocols for statutory and critical services	Rebased action October 2020 Following 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	Estimated Date: 19/06/2020 Revised Date: 31/12/2022 No of Revisions 1	Alison Coburn Claire Duchart David Givan Gareth Barwell Gavin King George Gaunt Lynne Halfpenny

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Paul Lawrence, Executive Director of Place and SRO		Started	these services is to be provided by Resilience for approval by CLT. Date revised to 31 December 2022.		Mary-Ellen Lang Michael Thain
93	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 2020 Following 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	Annette Smith Gavin King Hugh Dunn Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Nick Smith Nicola Harvey Peter Watton
Page 274	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 2020 Following 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	Angela Ritchie Jacqui Macrae
95	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	High	Rec 3.1d C&F - Development of Resilience Plans/protocols for statutory and critical services Started	Rebased action October 2020 Following 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	Donna Rodger Gavin King Mary-Ellen Lang Michelle McMillan Nichola Dadds Nickey Boyle Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
96	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>Rec 3.1e S&C - Development of Resilience Plans/protocols for statutory and critical services</p> <p>Started</p>	<p>Rebased action October 2020 Following 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.</p>	<p>Estimated Date: 19/06/2020</p> <p>Revised Date: 31/12/2022</p> <p>No of Revisions 1</p>	<p>Donna Rodger Mary-Ellen Lang</p>
Page 275	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>Rec 6.1a Place - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 20/12/2019</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 3</p>	<p>Alison Coburn Annette Smith Claire Duchart David Givan Gareth Barwell George Gaunt Hugh Dunn Iain Strachan Lynne Halfpenny Mary-Ellen Lang Michael Thain Mollie Kerr</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
98 Page 276	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	Annette Smith Hugh Dunn Iain Strachan Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Mollie Kerr Nick Smith Nicola Harvey Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
99	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec 6.1c H&SC - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 20/12/2019</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 2</p>	<p>Angela Ritchie Jacqui Macrae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="text-align: center;">100</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 278</p>	<p style="text-align: center;">Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	<p>High</p>	<p style="text-align: center;">Rec 6.1d C&F - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p style="text-align: center;">Started</p>	<p>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.</p>	<p style="text-align: center;"> Estimated Date: 20/12/2019 Revised Date: 31/03/2021 No of Revisions 2 </p>	<p style="text-align: center;"> Annette Smith Hugh Dunn Iain Strachan Mary-Ellen Lang Michelle McMillan Mollie Kerr Nichola Dadds Nickey Boyle Ruth Currie </p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
101	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>Rec 6.1e S&C - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date:20/12/2019</p> <p>Revised Date:31/03/2021</p> <p>No of Revisions: 2</p>	<p>Annette Smith Donna Rodger Hugh Dunn Lain Strachan Mary-Ellen Lang Mollie Kerr</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="text-align: center;">102</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 280</p>	<p style="text-align: center;">Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	<p>High</p>	<p>Rec 6.2a Place - Annual assurance from Third Party Providers</p> <p style="text-align: center;">Started</p>	<p>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.</p>	<p style="text-align: center;"> Estimated Date: 28/06/2019 Revised Date: 31/03/2022 No of Revisions 3 </p>	<p>Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Lynne Halfpenny Mary-Ellen Lang Michael Thain</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
103 Page 281	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	Annette Smith Hugh Dunn Iain Strachan Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Mollie Kerr Nick Smith Nicola Harvey Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
104	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	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p>105</p> <p>Page 283</p>	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	<p>High</p>	<p>Rec 6.2d C&F - Annual assurance from Third Party Providers</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 28/06/2019</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 2</p>	<p>Anna Gray Mary-Ellen Lang Michelle McMillan Nichola Dadds Nickey Boyle</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
106	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Gavin King, Democracy, Governance and Resilience Senior Manager	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. 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	Donna Rodger Mary-Ellen Lang
107	Resilience BC Adequacy, maintenance and approval of Council wide resilience plans Gavin King, Democracy, Governance and Resilience Senior Manager	Medium	Rec 4) Update of Council Business Continuity Plan to include key elements from Business Area Resilience Plans/Protocols Started	The Council Business Continuity Plan (BCP) was developed and signed off the Chief Executive in May 2019. Following Directorate review and update of Business Area Resilience Plans and protocols, the Council BCP will be updated to include key elements of Directorate plans.	Estimated Date: 18/12/2020 Revised Date: 31/03/2024 No of Revisions 1	Donna Rodger Mary-Ellen Lang

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 285	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 1.3: Quality assurance checks</p> <p>Started</p>	<p>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</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 4</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
				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.		
109	Records Management - LAAC CW1705 Issue 2: Review of additional files Bernadette Oxley, Head of Children's Services	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: 31/03/2021 No of Revisions 3	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
110	Records Management - LAAC CW1705 Issue 2: Review of additional files Bernadette Oxley, Head of Children's Services	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: 31/03/2021 No of Revisions 4	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir
111	Records Management - LAAC CW1705 Issue 3: Pre destruction business as usual file review process Bernadette Oxley, Head of Children's Services	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 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: 31/03/2021 No of Revisions 4	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
112	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 3.2a (C&F): Communication and training</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 3</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Stephen Moir</p>
113	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1705 Issue 3.2b (H&SCP): Communication and training</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date:30/06/2020</p> <p>Revised Date:31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Angela Ritchie Louise McRae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
114	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Bernadette Oxley, Head of Children's Services</p>	Medium	<p>CW1705 Issue 3.3a (C&F): Quality assurance process</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed Gillie Severin John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>
Page 289	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1705 Issue 3.3b (H&SCP): Quality Assurance Process</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Angela Ritchie Louise McRae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
116	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 4: Processing and recording Licensing Fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 4.1 - Procedures supporting processing and recording licencing fees</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 20/12/2019 Revised Date: 01/05/2020 No of Revisions 0</p>	<p>Alison Coburn Andrew Mitchell David Givan Gavin Brown George Gaunt Michael Thain Sandra Harrison</p>
117	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 4: Processing and recording Licensing Fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 4.2 - Quality checking</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 20/12/2019 Revised Date: 01/05/2020 No of Revisions 0</p>	<p>Alison Coburn Andrew Mitchell David Givan Gavin Brown George Gaunt Grace McCabe Michael Thain Sandra Harrison</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
118	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 5.2 - Procedure for authorising payments</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Ewan Kennedy Gavin Brown Gavin Graham George Gaunt Michael Thain Sandra Harrison</p>
119	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 5.3 - Ongoing risk-based quality assurance</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn David Givan Ewan Kennedy Gavin Brown Gavin Graham George Gaunt Michael Thain Sandra Harrison</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
120	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1803 Rec. 5.4 - NSL income reconciliation</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 3</p>	<p>Annette Smith Dougie Linton Gavin Graham Hugh Dunn John Connarty Layla Smith Michelle Vanhegan Susan Hamilton</p>
121	<p>Emergency Prioritisation & Complaints</p> <p>CW1806 Issue 1: ATEC 24 Operational Framework</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806 Issue 1.2(3): ATEC 24 Service Level Agreements - Partnership Protocol</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 29/11/2019</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 3</p>	<p>Angela Ritchie Craig ODonnell Tom Cowan</p>
122	<p>Emergency Prioritisation & Complaints</p> <p>CW1806 Issue 1: ATEC 24 Operational Framework</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806 Issue 1.1(6): ATEC 24 Review of Operational Processes - Response Recording</p> <p>Started</p>	<p>6. Roll out of handheld devices to allow automated reporting will be progressed.</p>	<p>Estimated Date:30/04/2020</p> <p>Revised Date:01/03/2021</p> <p>No of Revisions 1</p>	<p>Angela Ritchie Craig ODonnell Tom Cowan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
123	<p>Emergency Prioritisation & Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806: Issue 2(1): SLAs - Third Party Service Provision</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/11/2019</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 4</p>	<p>Angela Ritchie Brian Henderson Colin Beck Tony Duncan</p>
Page 24 293	<p>Emergency Prioritisation & Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>CW1806: Issue 2(2): Partnership Protocol HSCP/Contact Centre</p> <p>Started</p>	<p>Agreed, once the SLA is finalised, a Partnership Protocol will be developed in conjunction with Customer Contact Centre colleagues.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Angela Ritchie Craig ODonnell Tom Cowan</p>
125	<p>Homelessness Services</p> <p>CW1808 Issue 2: Homelessness data quality and performance reporting</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	High	<p>CW1808 Recommendation 2.1.5 - HIS alignment to Council's records retention policy and schedule.</p> <p>Started</p>	<p>2.1.5 - Records held within HIS will be managed within the Council's Records Retention Policy and Schedule. The ongoing management and deletion of historical records will form part of the data cleansing project as HIS migrates to Northgate.</p>	<p>Estimated Date: 31/10/2020</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 0</p>	<p>Debbie Herbertson Emma Morgan Nichola Dadds Nicky Brown</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
126	Homelessness Services CW1808 Issue 2: Homelessness data quality and performance reporting Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	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	Emma Morgan Nichola Dadds Nicky Brown
Page 27 294	Homelessness Services CW1808 Issue 3: Provision of homelessness advice and information Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	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	Debbie Herbertson Nichola Dadds Nicky Brown
128	Homelessness Services CW1808 Issue 3: Provision of homelessness advice and information Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	Medium	CW1801 Recommendation 3.1.3: Homelessness information leaflet Started	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: 30/06/2021 No of Revisions 1	Debbie Herbertson Nichola Dadds Nicky Brown

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
129	<p>Assurance Actions and Annual Governance Statements</p> <p>CW1903 Issue 1: Assurance Management Framework</p> <p>Andrew Kerr, Chief Executive</p>	High	<p>CW1903 Issue 1.1a: Develop and implement an assurance management framework</p> <p>Started</p>	<p>Discussions will be held with Directors on the outcomes of the Internal Audit report, and they will be requested to establish their own processes to ensure that the risks associated with all open assurance findings are completely and accurately reflected in their 2020/21 divisional and directorate annual assurance statements.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 28/02/2021</p> <p>No of Revisions 1</p>	<p>Chris Peggie Donna Rodger Gavin King Hayley Barnett Laura Callender Mirka Vybiralova</p>
Page 295	<p>Assurance Actions and Annual Governance Statements</p> <p>CW1903 Issue 1: Assurance Management Framework</p> <p>Andrew Kerr, Chief Executive</p>	High	<p>CW1903 Issue 1.1c: Develop and implement an assurance management framework</p> <p>Started</p>	<p>An assurance management framework will be developed and implemented that covers the points raised by Internal Audit and includes: liaison with directorates to assess current and best practice; clearly defined roles and responsibilities for first line directorates and the second line Corporate Governance team; process flow; monitoring / reporting / closure requirements; an assessment of existing automated tools to determine whether they can support the process; issue guidance; The framework will be implemented and rolled out across Council divisions and directorates to support completion of the 2021/22 annual governance statement for inclusion in the Council's 31 March 2022 annual financial statements.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 1</p>	<p>Chris Peggie Donna Rodger Gavin King Hayley Barnett Laura Callender Mirka Vybiralova</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 296 31	<p style="text-align: center;">Life Safety</p> <p>CW1910 - Life safety: Issue 4 Housing Property Services – fire and water safety processes</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>CW1910 Rec. 4.1.1 Housing Property Services – water risk assessments</p> <p style="text-align: center;">Started</p>	<p>1. The Scientific Services team have reviewed the comment above against current legislation and will implement the following refreshed approach: Rather than a rolling programme covering all 20,000 Housing Property Services (HPS) properties equally, different types of property are classed in different priority risk categories. The Council has responsibility for 44 multi storey blocks and 33 Sheltered Housing complexes. These properties are all classed as high risk and assessments will be carried out within the stated two-year period currently specified in the Council’s water policy, and then every two years going forward. The remaining properties on the Housing estate are considered low level priority and legislation states that these surveys should be undertaken over a five-year period. Risk assessments will be carried out on sample properties for these low risk properties. For example, in a street of 100 homes with 20 different house types, only 20 surveys would be required. 2. Providing that Housing Property Services as the risk owner allocate sufficient budget resource, Scientific Services are comfortable that this work will not put a strain on their current resources and as the approach adopted is in line with the Council’s Water Safety Policy and applicable regulations, there is no need to record completion in relevant divisional and directorate risk registers.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date:</p> <p>No of Revisions</p> <p style="font-size: 24pt;">0</p>	<p style="text-align: center;">Alison Coburn Gareth Barwell Jemma Tennant Robbie Beattie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
132	<p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 1: Digital strategy and governance</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1914 Rec 1.1 - Digital strategy development</p> <p>Started</p>	<p>The Council's digital strategy is currently being refreshed as part of the Adaptation and Renewal Programme and will include consideration of use of both networked and cloud-based systems solutions that are aligned with the Council's strategic and service delivery objectives and applicable security and compliance requirements. A separate cloud strategy will also be prepared as part of the overarching digital strategy that outlines the opportunities and risks associated with ongoing and future use of cloud-based shadow IT systems. The digital strategy will be developed following engagement and consultation with Council directorates; divisions; citizens; and other organisations (where required).</p>	<p>Estimated Date: 31/12/2020 Revised Date: 30/06/2021 No of Revisions 1</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Nicola Harvey</p>
133	<p>H&SC Care Homes - Corporate Report</p> <p>A1.1: Care Homes Self Assurance Framework</p> <p>Judith Proctor, Chief Officer</p>	Medium	<p>A1.1: Care Homes Self Assurance Framework</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2019 Revised Date: 01/05/2021 No of Revisions 1</p>	<p>Angela Ritchie Jacqui Macrae</p>
134	<p>H&SC Care Homes - Corporate Report</p> <p>A2.3: Welfare Fund and Outings Funds</p>	Medium	<p>A2.3(2) Establishment of welfare fund committees</p>	<p>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</p>	<p>Estimated Date: 31/07/2018 Revised Date: 01/05/2021</p>	<p>Angela Ritchie Jacqui Macrae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	Judith Proctor, Chief Officer		Started	the working group have been assigned responsibility to write and implement welfare guidelines.	No of Revisions 5	
135	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	Angela Ritchie Jacqui Macrae
Page 136 298	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	Angela Ritchie Jacqui Macrae
137	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	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
138	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 Domestic 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	Angela Ritchie Jacqui Macrae
139	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	Angela Ritchie Jacqui Macrae
140	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	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
41 Page 300	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer	High	Recommendation 1a - Health & Social Care Started	<p>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.</p>	Estimated Date: 28/06/2019 Revised Date: 01/08/2021 No of Revisions 2	Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
142	<p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer</p>	High	<p>2.2. Updating procedures to include an annual review of Corporate Appointee contracts</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/04/2018</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan</p>
143	<p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec. 8 Business Support and Senior Social Worker - refresher training closing and reallocation of client fund accounts</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/05/2018</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 3</p>	<p>Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="text-align: center;">144</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 302</p>	<p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer</p>	High	<p>Rec 1b - Business Support - review of Corporate Appointee processes</p> <p style="text-align: center;">Started</p>	<p>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</p>	<p>Estimated Date: 31/05/2018</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 303</p>	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	<p>High</p>	<p>1.1 Recommendation - Localities Operating Model Post Implementation Review</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2023</p> <p>No of Revisions 2</p>	<p>Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt Jackie Irvine mike Avery Nichola Dadds Peter Strong Ruth Currie Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 46 304	<p style="text-align: center;">Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.2 Recommendation – Development and Delivery of Council Locality Improvement Plan Actions</p> <p style="text-align: center;">Started</p>	<p>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.</p>	<p>Estimated Date:31/03/2020</p> <p>Revised Date:31/03/2023</p> <p>No of Revisions2</p>	<p style="text-align: center;">Alison Coburn Alison Henry David Givan Donna Rodger Evelyn Kilmurry George Gaunt Michele Mulvaney Mike Avery Paul Lawrence Paula McLeay Peter Strong Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 305</p>	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	<p>High</p>	<p>1.3 Recommendation - Locality Service Delivery Performance Measures</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2023</p> <p>No of Revisions 2</p>	<p>Alison Coburn Donna Rodger Evelyn Kilmurry Michele Mulvaney mike Avery Paula McLeay Peter Strong Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 306 ⁴⁸	<p style="text-align: center;">Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.4 Recommendation - Engagement with Council centralised divisions</p> <p style="text-align: center;">Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2023</p> <p>No of Revisions 2</p>	<p>Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt mike Avery Peter Strong Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 307</p>	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	<p>High</p>	<p>PL1801 1.5 Recommendation - Locality budget planning and financial management</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2020</p> <p>No of Revisions 2</p>	<p>Alison Coburn Annette Smith Donna Rodger Evelyn Kilmurry Hugh Dunn John Connarty Michelle Vanhegan mike Avery Peter Strong Sarah Burns Susan Hamilton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 308	<p style="text-align: center;">Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.6 Recommendation - Risk Management</p> <p style="text-align: center;">Started</p>	<p>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.</p>	<p style="text-align: center;">Estimated Date:31/03/2020</p> <p style="text-align: center;">Revised Date:31/03/2023</p> <p style="text-align: center;">No of Revisions</p> <p style="text-align: center;">2</p>	<p>Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt Mike Avery Peter Strong Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 309 ₁	<p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Gillie Severin, Strategic Change Delivery Manager</p>	High	<p>1.7 Recommendation - Succession Planning</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2023</p> <p>No of Revisions 2</p>	<p>Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt mike Avery Peter Strong Sarah Burns</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
152 Page 310	Localities Operating Model 2. Oracle Financial System – Authorised Approval Limits Stephen Moir, Executive Director of Resources	Low	PL1801 2.1 - 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: 31/05/2021 No of Revisions 1	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
<p style="text-align: center;">153</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 311</p>	<p style="text-align: center;">Planning and S75 Developer Contributions</p> <p style="text-align: center;">End to end developer contribution processes, procedures, and training</p> <p style="text-align: center;">Paul Lawrence, Executive Director of Place and SRO</p>	<p>High</p>	<p style="text-align: center;">PL1802 Iss 2 Rec 2.2 Quality Assurance</p> <p style="text-align: center;">Started</p>	<p>Planning has made significant progress on specific parts of the contributions process, and will deliver other improvements to this process to address the recommendations. The capture and tracking of the financial contributions will be performed using the Council's PPSL accounts receivable system. The Planning team's existing quality assurance process will be extended to include the end to end developer contributions process to be designed and applied as per recommendation 1. The quality assurance process will cover the areas recommended by Internal Audit at 1 to 4 above, including use of the Council's PPSL accounts receivable system to record and monitor financial contributions received ISO accreditors will also be requested to include the Developer contributions quality assurance process within the scope of their review which is scheduled for completion by October 2020.</p>	<p style="text-align: center;">Estimated Date: 31/12/2020</p> <p style="text-align: center;">Revised Date: 01/05/2021</p> <p style="text-align: center;">No of Revisions 0</p>	<p style="text-align: center;">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</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
154	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
155	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 Started	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	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

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 313				<p>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.</p>		
156	<p style="text-align: center;">Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.1 Roads Service Improvement Plan review (including financial operating model)</p> <p style="text-align: center;">Started</p>	<p>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.</p>	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 01/09/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
157	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.2 Roads Service Improvement Plan approval</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/07/2020</p> <p>Revised Date: 01/12/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser</p>
Page 314	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 2. Roads services performance monitoring and quality assurance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 2.1 Service Delivery Performance Monitoring</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/07/2020</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 59 315</p>	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 2. Roads services performance monitoring and quality assurance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	<p>High</p>	<p>PL1808 - 2.2 Roads services quality assurance framework</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
160	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	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
161	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 Started	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
162	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: 01/04/2021 No of Revisions 3	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Nicole Fraser Sean Gilchrist
163	Street Lighting and Traffic Signals Street Lighting and Traffic Signals: Process and quality assurance	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	Estimated Date: 30/09/2019 Revised Date: 01/03/2021 No of Revisions 3	Alan Simpson Alison Coburn Claire Duchart David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
	documentation and training Paul Lawrence, Executive Director of Place and SRO			September 2019, whichever comes first.		LoveNicole FraserRobert MansellTony Booth
164	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 Started	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: 01/04/2021 No of Revisions 6	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
165	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
166	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
Page 3 of 7	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
168	Drivers Recording and addressing driving incidents Paul Lawrence, Executive Director of Place and SRO	Medium	Recording and addressing driving incidents Rec 2 Started	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: 31/12/2020 No of Revisions 2	Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
						Scott Millar Steven Wright
169	<p>Asset Management Strategy</p> <p>Issue 1: Visibility and Security of Shared Council Property</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>Review of existing shared property</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/10/2018</p> <p>Revised Date: 01/03/2026</p> <p>No of Revisions 3</p>	<p>Audrey Dutton</p> <p>Gohar Khan</p> <p>Layla Smith</p> <p>Lindsay Glasgow</p> <p>Michelle Vanhegan</p> <p>Peter Watton</p>
Page 319	<p>Certifications and Software Licenses</p> <p>RES1805 Licenses and Certificates: Issue 1 - Governance and Oversight</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1805 CDS 1.1 Council - Governance and Oversight of Certificates and Licenses</p> <p>Started</p>	<p>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.</p> <p>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.</p>	<p>Estimated Date: 31/01/2020</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty</p> <p>Heather Robb</p> <p>Jackie Galloway</p> <p>Julie Rosano</p> <p>Laura Millar</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Nicola Harvey</p> <p>Stuart Skivington</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
171	<p>Certifications and Software Licenses</p> <p>RES1805 Licenses and Certificates: Issue 1 - Governance and Oversight</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1805 CDS 1.2 CGI - Reporting and monitoring - Licenses and Certificates</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/01/2020</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty Heather Robb Jackie Galloway Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington</p>
Page 320 172	<p>Certifications and Software Licenses</p> <p>RES1805 Licenses and Certifications: Issue 2 - Ongoing management</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1805 - CDS 2.1 Completeness and accuracy of license inventory reports</p> <p>Started</p>	<p>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 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.</p>	<p>Estimated Date:31/01/2020</p> <p>Revised Date:01/11/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty Heather Robb Jackie Galloway Julie Rosano Laura Millar Layla Smith Michelle Vanhegan Nicola Harvey Stuart Skivington</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
173 Page 321	<p>Out of Support Technology and Public Sector Network Accreditation</p> <p>RES1807 - Issue 1: Public Services Network governance framework</p> <p>Stephen Moir, Executive Director of Resources</p>	Low	<p>RES1807 - 1.1 Public Services Network governance arrangements</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/01/2020 Revised Date: 30/06/2021 No of Revisions 2</p>	<p>Alison Roarty Heather Robb Julie Rosano Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
174	<p>Cyber Security - Public Sector Action Plan</p> <p>RES1808: Issue 1: Critical Operational Cyber Security Controls</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1808: Issue 1: Recommendation 1.2 - Cyber Essentials Accreditation</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/09/2019</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 2</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey</p>
<p>Page 322</p> <p>175</p>	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 2: Contracts and Grants Management Strategic Direction</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1809 Issue 2.2: Contract Management Compliance Reviews</p> <p>Started</p>	<p>The C&GM team will design and implement a rolling programme of compliance reviews, focused on the Tier 1 and 2 contracts, this programme to take account of the limited resources in the team, and other ongoing work. The scope of these reviews will, as appropriate, include the recommendations above. Again, this work will be dependent upon active service area engagement and responsiveness, including for service areas to implement identified actions. It is to be noted, however, that the staffing resources in the C&GM team may not be sufficient to include all aspects referred to above, including follow-up and monitoring of implementation.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Annette Smith Gavin Brown Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76 323</p>	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 2: Contracts and Grants Management Strategic Direction</p> <p>Stephen Moir, Executive Director of Resources</p>	<p>High</p>	<p>RES1809 Issue 2.3: Project Governance supporting implementation of the Public Contracts Scotland Tendering technology system</p> <p style="text-align: center;">Started</p>	<p>This system is already well-established in other public sector partners, and supported by the Scottish Government, and has been identified by Scotland Excel as an appropriate e-solutions system to support contract and supplier management. Training sessions have already been held, including a day session focussed entirely on contract management functionality. All members of the team have had access to the system for a suitable period of time, to allow for learning on a test system and have built up a thorough knowledge of the system's capability to upload contract documentation. The mass upload of contract documentation is a key factor in the successful roll out of the system, and the team continues to get support from contemporary teams in Scottish Government and other public sector partners who have carried this out. Training sessions have been held with a number of contract managers across 4 directorates, focussing on 6 Tier 1 contracts, some with cross-directorate delivery. 40 suppliers have also been involved in the trial to date. The team are continuing to monitor the trial, with regular updates from contract managers and will use all lessons learned to prepare the project plan for full roll out of the system. The C&GM team will design and apply a suitable project management and governance framework to support PCS-T implementation. This will include</p>	<p>Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0</p>	<p>Annette Smith Gavin Brown Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 324				<p>additional suitable system testing, and training for service area contract managers who would be using the system to store and access contract documentation. As stated above, the team is already also working with public sector partners, to identify best practice to assist the successful roll out the contract management module. Commercial and Procurement Services are already considering the possible adoption of PCS-T as the Council's eProcurement system, bringing an end to end approach to procurement and management of contracts. This work is continuing, and the PCS-T Working Group which has been established within Commercial and Procurement Services will take forward both aspects. If it is decided to adopt PCS-T for the Council's actual procurement processes, and not just contract management, then it is noted that the actual implementation of that would take longer, as there would be a greater direct impact upon other Council services.</p>		

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 325</p>	<p>Asset Management Strategy and CAFM system 18/19</p> <p>RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality</p> <p>Stephen Moir, Executive Director of Resources</p>	<p>High</p>	<p>3.1 Ensuring Data Completeness, Accuracy, and Quality</p> <p>Started</p>	<p>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</p>	<p>Estimated Date: 31/03/2016</p> <p>Revised Date: 01/08/2022</p> <p>No of Revisions 1</p>	<p>Alan Chim Andrew Field Audrey Dutton Brendan Tate Gohar Khan Layla Smith Michelle Vanhegan Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
Page 326 178				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.		
	<p>Asset Management Strategy and CAFM system 18/19</p> <p>RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>3.2 Resolution of known data quality issues</p> <p>Started</p>	<p>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.</p>	<p style="text-align: center;">Estimated Date:31/03/2016</p> <p style="text-align: center;">Revised Date:01/08/2022</p> <p style="text-align: center;">No of Revisions:</p> <p style="text-align: center;">2</p>	<p>Alan ChimAndrew FieldAudrey DuttonBrendan TateGohar KhanGraeme McGartlandLayla SmithMichelle VanheganPeter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
179	Budget Setting and Management RES 1903 Issue 2: Budget setting and management processes Stephen Moir, Executive Director of Resources	Medium	RES 1903 Issue 2.1: Budget setting and management processes and timetable Started	Guidance will be developed for budget setting and management as described in the recommendation above and issued to support the 2021/22 budget setting process.	Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0	Alison Henry Annette Smith Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan
180	Budget Setting and Management RES 1903 Issue 2: Budget setting and management processes Stephen Moir, Executive Director of Resources	Medium	RES 1903 Issue 2.2: Clarity of roles and responsibilities Started	The respective roles and responsibilities for first line budget managers and second line Finance and Change Strategy teams in relation to the annual budget setting and ongoing budget management process will be clearly defined in a procedure document and communicated with documentation reflecting guidance on this matter issued by CIPFA.	Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0	Alison Henry Annette Smith Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan
181	Budget Setting and Management RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback. Stephen Moir, Executive Director of Resources	Medium	RES 1903 Issue 3.2: Finance customer and staff feedback surveys Started	Finance will conduct customer and staff feedback exercises every two years. A feedback process will be developed and implemented that is aligned with the lessons learned methodology as described in recommendation 3.1. In addition, feedback from each exercise will be consolidated and used to generate improvement actions. The survey results and improvement actions will be reported to service managers and staff.	Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0	Alison Henry Annette Smith Hugh Dunn John Connarty Layla Smith Michelle Vanhegan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributor
182 Page 328	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: 31/12/2021 No of Revisions 1	Alison Henry Annette Smith Hugh Dunn John Connarty Layla Smith Michelle Vanhegan

Culture and Communities Committee

10am, Tuesday, 15 June 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 27 April 2021 – 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 Culture and Communities Committee for information.

Andrew Kerr

Chief Executive

Contact: Martin Scott / Natalie Le Couteur, Committee Services, Strategy and Communications Division, Chief Executive's Service

E-mail: martin.scott@edinburgh.gov.uk / Natalie.le.couteur@edinburgh.gov.uk

Referral Report

Internal Audit: Overdue Findings and Key Performance Indicators as at 27 April 2021 – referral from the Governance, Risk and Best Value Committee

2. Terms of Referral

- 2.1 On the 8 June 2021 the Governance, Risk and Best Value (GRBV) Committee considered a report on Internal Audit Overdue Findings and Key Performance Indicators as at 27 April 2021, which provided an overview of the status of the overdue Internal Audit (IA) findings as at 27 April 2021. A total of 100 open IA findings remained to be addressed across the Council as at 27 April 2021. This excluded 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 27 April 2021.
- 2.2.2 To refer the report to the relevant Council Executive committees and the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.
- 2.2.3 To agree to provide a briefing note on progress of actions 28 and 29 - the Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management to Members of the Governance Risk and best Value Committee.

3. Background Reading/ External References

- 3.1 [Governance, Risk and Best Value Committee – 8 June 2020 – Webcast](#)
- 3.2 Minute of the Governance, Risk and Best Value Committee – 8 June 2021

4. Appendices

Appendix 1 – report by the Chief Internal Auditor

Governance, Risk and Best Value Committee

10:00am, Tuesday, 8 June 2021

Internal Audit: Overdue Findings and Key Performance Indicators as at 27 April 2021

Item number

Executive/routine

Executive

Wards

Council Commitments

1. Recommendations

- 1.1 It is recommended that the Committee:
- 1.1.1 notes the status of the overdue Internal Audit (IA) findings as at 27 April 2021; and,
 - 1.1.2 refers this paper to the relevant Council Executive committees and the Edinburgh Integration Joint Board Audit and Assurance Committee for information in relation to the current Health and Social Care Partnership position.

Lesley Newdall

Chief Internal Auditor

Legal and Risk Division, Resources Directorate

E-mail: lesley.newdall@edinburgh.gov.uk | Tel: 0131 469 3216

Internal Audit: Overdue Findings and Key Performance Indicators as at 27 April 2021

2. Executive Summary

Progress with Closure of Open and Overdue Internal Audit Findings

- 2.1 Following the Corporate Leadership Team (CLT) decision to temporarily reallocate capacity within directorates to prioritise focus on the closure of IA findings in November 2020, IA has noted a steady increase in the number of overdue findings proposed for closure by management between December 2020 and March 2021 (KPI 4 in Appendix 1). However, this was offset by a reduction of the number of findings proposed for closure in April 2021.
- 2.2 It is important to note that the number of management actions associated with overdue IA findings passed to IA for review and potential closure (KPI 15 in Appendix 1) has remained fairly consistent, with a slight decrease evident between March and April 2021.
- 2.3 During the period 10 February 2021 to 27 April 2021 a total of 18 findings (5 open and 13 overdue) and 68 management actions have been closed following review by IA.
- 2.4 All 26 historic overdue findings reopened in June 2018 have now been closed.
- 2.5 There has also been a decrease in the number of management actions where the latest implementation date has been missed between March and April, although a significant increase was evident between February and March 2021 (KPI 16 in Appendix 1). This confirms that ongoing focus is required to ensure that future implementation dates are achieved and not missed.
- 2.6 There has been no significant change in the overall ageing profile of overdue findings in the last quarter (KPIs 8 to 11 in Appendix 1). Whilst the proportion of findings between three and six months old and more than one-year overdue have both increased, this is offset by a decrease in the proportion of findings less than three months old, and between six months and one year overdue.
- 2.7 Further detail on the monthly trends in open and overdue findings is included at Appendix 1.

Current Position as at 27 April 2021

- 2.8 A total of 100 open IA findings remain to be addressed across the Council as at 27 April 2021. This excludes open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.
- 2.9 Of the 100 currently open IA findings:
- 2.9.1 a total of 37 (37%) are open, but not yet overdue;
 - 2.9.2 63 (63%) are currently reported as overdue as they have missed the final agreed implementation dates. This reflects an increase of 4% in comparison to the February 2021 position (59%).
 - 2.9.3 70% of the overdue findings are more than six months overdue, reflecting an increase of 2% in comparison to February 2021 (68%) with 19% aged between six months and one year and 51% more than one year overdue.
 - 2.9.4 evidence in relation to 13 of the 63 overdue findings is currently being reviewed by IA to confirm that it is sufficient to support closure; and,
 - 2.9.5 50 overdue findings still require to be addressed.
- 2.10 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 64, reflecting a decrease of 10 when compared to the March 2021 position. This excludes the four-month date extension that was applied to reflect the impact of Covid-19.

Key Performance Indicators

- 2.11 Recognising the impacts of Covid-19, IA key performance indicators (KPIs) have not been applied to audits completed by IA during the 2020/21 plan year, however IA has noted an anecdotal increase in the time required to agree and finalise IA reports.
- 2.12 Key performance indicators will be reintroduced for audits completed during the 2021/22 plan year
- 2.13 It is also acknowledged that IA is currently taking longer to respond to increased volumes of requests to validate closure of management actions whilst progressing delivery of the 2020/21 and commencing delivery of the 2021/22 annual plan.

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 Each finding raised by IA in audit reports typically includes several management actions that are required to be delivered 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 As at 27 April 2021, there are a total of 100 open IA findings with 63 findings (63%) now overdue.
- 4.2 The movement in open and overdue IA findings during the period 10 February 2021 (reported to GRBV in March 2021) to 27 April 2021 is as follows:

Analysis of changes between 10/02/2021 and 27/04/2021				
	Position at 10/02/21	Added	Closed	Position at 27/04/21
Open	115	3	18	100

Overdue	68	8	13	63
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Historic Overdue Findings

4.3 The one final remaining medium rated historic overdue finding from the population of 26 historic findings that were reopened in 2018 was closed in March 2021.

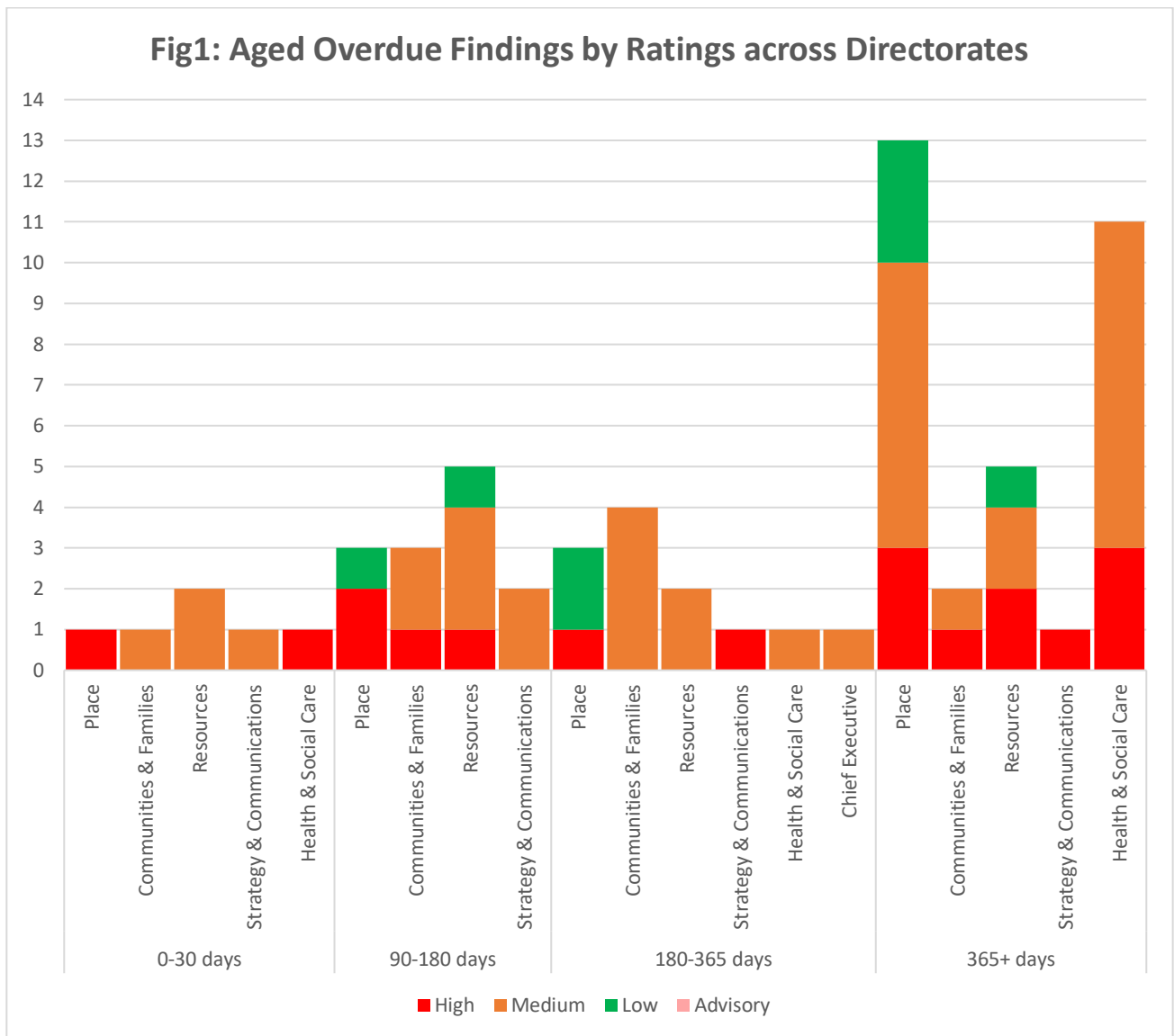
Overdue Findings

4.4 The 63 overdue findings comprise 18 High; 37 Medium; and 8 Low rated findings.

4.5 However, IA is currently reviewing evidence to support closure of 13 of these findings (3 High and 10 Medium), leaving a balance of 50 overdue findings (15 High; 27 Medium; and 8 Low) still to be addressed.

Overdue Findings Ageing Analysis

4.6 Figure 1 illustrates the ageing profile of all 63 overdue findings by rating across directorates as at 27 April 2021.



- 4.7 The analysis of the ageing of the 63 overdue findings outlined below highlights that Directorates made good progress in the last quarter with resolving findings overdue for less than three months and findings overdue between six months and one-year, as the proportion of those findings has decreased. However, this is offset by an increase in the proportion of findings overdue between three and six months and findings overdue for more than a year.
- 6 (10%) are less than 3 months (90 days) overdue, in comparison to 14% as at February 2021;
 - 13 (20%) are between 3 and 6 months (90 and 180 days) overdue, in comparison to 18% as at February 2021;
 - 12 (19%) are between 6 months and one year (180 and 365 days) overdue, in comparison to 24% as at February 2021; and,
 - 32 (51%) are more than one year overdue, in comparison to 44% as at February 2021.

Management Actions Closed Based on Management's Risk Acceptance

- 4.8 The following three management actions have been closed on the basis that management has retrospectively accepted either the full or residual elements of the risks highlighted by IA in original audit reports. These are:

4.8.1 Customer and Digital Services - Certification and Licences (High)

- Management has accepted the residual risk that the Council does not have a view of its full population of software application licences, and cannot determine whether these are sufficient; being used in line with supplier agreements; and whether additional licence costs should be incurred, or savings achieved due to licence shortages or surpluses.
- Management has advised that this is due to current and historic software and licence procurement processes applied across the Council.

4.8.2 Customer and Digital Services – CGI Sub-Contract Management (Medium)

- Management has accepted the risk that the performance of CGI sub-contractors who provide technology services is not proactively monitored to prevent potential incidents.
- Management has advised that this risk has been accepted as it is not currently possible to change the sub-contract management clauses in the CGI contract.

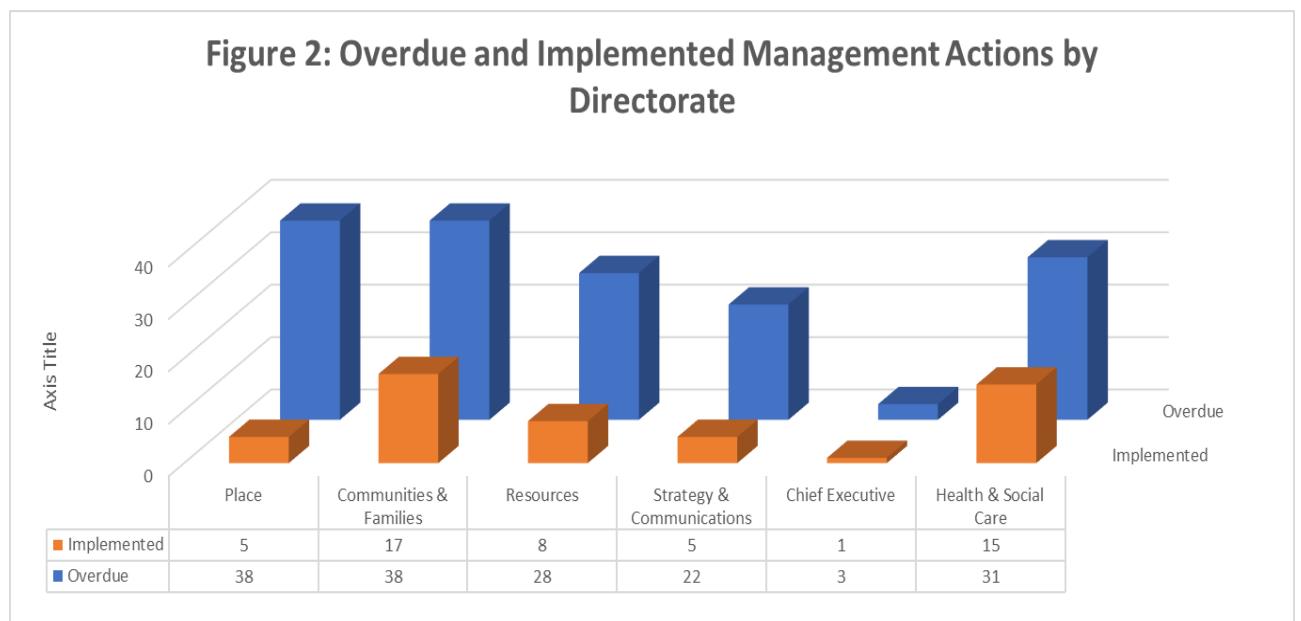
4.8.3 Health and Social Care – Emergency Prioritisation and Complaints (ATEC 24 Customer Engagement) (Low)

- Management has accepted the risks associated with obtaining customer feedback on the service, and using this as the basis to implement service improvements based on evidence provided that an alternative approach

is being adopted. Management has confirmed that the residual risk has been recorded on the service risk register.

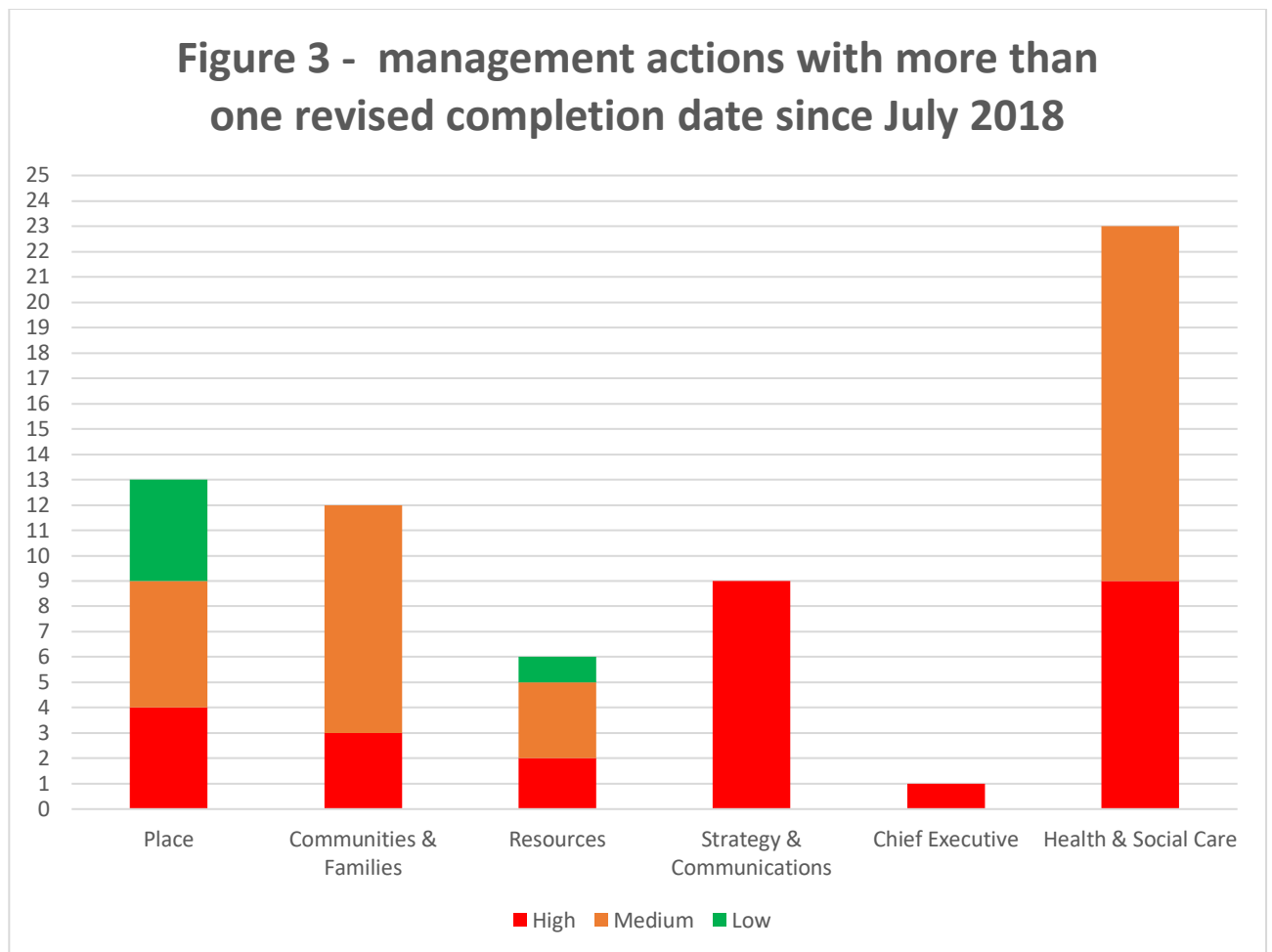
Agreed Management Actions Analysis

- 4.9 The 100 open IA findings are supported by a total of 269 agreed management actions. Of these, 160 (59%) are overdue as the completion timeframe agreed with management when the report was finalised has not been achieved. This reflects a 1% increase from the February 2021 position (58%).
- 4.10 Of the 160 overdue management actions, 51 (31.8%) have a status of 'implemented' and are currently with IA for review to confirm whether they can be closed, leaving a balance of 109 (68.1%) to be addressed.
- 4.11 Appendix 2 provides an analysis of the 160 overdue management actions highlighting:
- their current status as at 27 April 2021 with:
 - 51 implemented actions where management believe the action has been completed and it is now with IA for validation;
 - 92 started where the action is open, and implementation is ongoing; and,
 - 17 pending where the action is open with no implementation progress evident to date.
 - 82 instances (51%) where the latest implementation date has been missed; and
 - 64 instances (40%) where the implementation date has been revised more than once.
- 4.12 Figure 2 illustrates the allocation of the 160 overdue management actions across Directorates, which includes the 51 actions that are with IA for validation and review to confirm whether they can be closed.



Revised Implementation Dates

- 4.13 Figure 3 illustrates that there are currently 64 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 a decrease of 10 in comparison to the position reported in February 2021(74).
- 4.15 Of these 64 management actions, 28 are associated with High rated findings; 31 Medium; and 5 Low, with the majority of date revisions in Health and Social Care Partnership.



Key Performance Themes Identified from the IA Dashboard

- 4.16 The IA dashboard has not been applied in the current plan year as the Council continues to focus on its Covid-19 resilience response, and will be applied to support delivery of the 2021/22 IA annual plan. This dashboard will ensure that end to end transparency relating to audit performance, both from services and the IA team itself is reported upon.

5. Next Steps

- 5.1 IA will continue to monitor the open and overdue 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: Overdue Findings and Key Performance Indicators at 30 October 2020 – Paper 8.3](#)

9. Appendices

- 9.1 Appendix 1 – Monthly Trend Analysis of IA Overdue Findings and Management Actions
- 9.2 Appendix 2 – Internal Audit Overdue Management Actions as at 27 April 2021

Appendix 1 - Monthly Analysis of IA Overdue Findings and Management Actions

		Overall Status Stable with limited change											
Key Performance Indicator (KPI)		07/12/2020		11/01/2021		10/02/2021		22/03/2021		27/04/2021		Trend	
IA Findings													
1	Open findings	123	100%	119	100%	115	100%	107	100%	100	100%	Not applicable	
2	Not yet due	59	48%	45	38%	47	41%	43	40%	37	37%	Not applicable	
3	Overdue findings	64	52%	74	62%	68	59%	64	60%	63	63%		
4	Overdue - IA reviewing	12	19%	17	23%	20	29%	18	28%	13	21%		
5	High Overdue	19	30%	23	31%	19	28%	17	27%	18	29%		
6	Medium Overdue	36	56%	41	55%	39	57%	38	59%	37	59%		
7	Low Overdue	9	14%	10	14%	10	15%	9	14%	8	13%		
8	<90 days overdue	11	17%	16	22%	10	15%	11	17%	6	10%		
9	90-180 days overdue	7	11%	9	12%	12	18%	10	16%	13	21%		
10	180-365 days overdue	21	33%	20	27%	16	24%	16	25%	12	19%		
11	>365 days overdue	25	39%	29	39%	30	44%	27	42%	32	51%		
Management Actions													
12	Open actions	364	100%	340	100%	315	100%	296	100%	269	100%	Not applicable	
13	Not yet due	175	48%	138	41%	133	42%	120	41%	109	41%	Not applicable	
14	Overdue actions	189	52%	202	59%	182	58%	176	59%	160	59%		
15	Overdue - IA reviewing	39	21%	52	26%	51	28%	61	35%	51	32%		
16	Latest date missed	60	32%	73	36%	76	42%	95	54%	82	51%		
17	Date revised > once	86	46%	82	41%	74	41%	71	40%	64	40%		
Trend Analysis - key													
		Adverse trend - action required											
		Stable with limited change											
		Positive trend with progress evident											
No trend analysis is performed on open findings and findings not yet due as these numbers will naturally increase when new IA reports are finalised													

Appendix 2 - Internal Audit Overdue Management Actions as at 27 April 2021

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.
10. **Amber** formatting in the dates field indicates the date has been revised more than once.
11. Contributor – Officers involved in implementation of an agreed management action.

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Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
1	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 Michelle Vanhegan Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
Page 342	Asset Management Strategy and CAFM system 18/19	High	3.1 Ensuring Data Completeness, Accuracy, and Quality	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 be 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	Estimated Date: 31/03/2016 Revised Date: 01/08/2022 No of Revisions 1	Alan Chim Andrew Field Audrey Dutton Brendan Tate Gohar Khan Layla Smith Michelle Vanhegan Peter Watton
	RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality					
	Stephen Moir, Executive Director of Resources					

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				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.		
3	<p>Asset Management Strategy and CAFM system 18/19</p> <p>RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>3.2 Resolution of known data quality issues</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2016 Revised Date: 01/08/2022 No of Revisions 2</p>	<p>Alan Chim Andrew Field Audrey Dutton Brendan Tate Gohar Khan Graeme McGartland Layla Smith Michelle Vanhegan Peter Watton</p>
4	<p>Assurance Actions and Annual Governance Statements</p> <p>CW1903 Issue 1: Assurance Management Framework</p>	High	<p>CW1903 Issue 1.1c: Develop and implement an assurance management framework</p> <p>Started</p>	<p>An assurance management framework will be developed and Implemented that covers the points raised by Internal Audit and includes: liaison with directorates to assess current and best practice; clearly defined roles and responsibilities for first line directorates and the second line Corporate Governance team; process flow; monitoring / reporting / closure requirements; an assessment of existing automated tools to determine whether they can support the process; issue guidance; The framework will be Implemented and rolled out across Council divisions and directorates to support completion of the 2021/22</p>	<p>Estimated Date: 31/12/2020 Revised Date: 30/04/2021 No of Revisions 2</p>	<p>Chris Peggie Donna Rodger Gavin King Hayley Barnett Laura Callender Mirka Vybiralova</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	Andrew Kerr, Chief Executive			annual governance statement for inclusion in the Council's 31 March 2022 annual financial statements.		
5	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	Medium	<p>CW1905 Rec. 1.1c: Communities and Families - Divisional and directorate supply chain management</p> <p>Implemented</p>	As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be Implemented as recommended by Internal Audit and in line with an earlier CLT decision (8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.	<p>Estimated Date: 30/10/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Andy Gray</p> <p>Bernadette Oxley</p> <p>Crawford McGhie</p> <p>Michelle McMillan</p> <p>Nichola Dadds</p> <p>Nickey Boyle</p>
6	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Judith Proctor, Chief Officer - HSCP</p>	Medium	<p>CW1905 Rec. 1.1d: Health and Social Care Partnership - Divisional and directorate supply chain management</p> <p>Implemented</p>	As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be Implemented as recommended by Internal Audit and in line with an earlier CLT decision (8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.	<p>Estimated Date:30/10/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Angela Ritchie</p> <p>Moira Pringle</p> <p>Tom Cowan</p> <p>Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
7	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CW1905 Rec. 1.1e: Strategy and Communications - Divisional and directorate supply chain management</p> <p>Pending</p>	<p>As discussed and agreed at the Corporate Leadership Team (CLT) on 29th July 2020, these findings will be Implemented as recommended by Internal Audit and in line with an earlier CLT decision(8 July 2020) that the most significant corporate concurrent risks (including Brexit supply chain risks) that could potentially impact the Council will be identified by October 2020. It is acknowledged that divisional and directorate supply chain risks will need to be identified to support this process.</p>	<p>Estimated Date: 30/10/2020 Revised Date:</p> <p>No of Revisions 0</p>	<p>Andy Nichol Donna Rodger Gillie Severin Michael Pinkerton Paula McLeay</p>
8	<p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 2: Brexit governance and risk management</p> <p>Andrew Kerr, Chief Executive</p>	Medium	<p>CW1905- Recom. 2.1a: Resilience team - Adequacy & effectiveness of the Brexit risk management & governance process</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 30/09/2020 Revised Date:</p> <p>No of Revisions 0</p>	<p>Donna Rodger Gavin King Mary-Ellen Lang</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
9	<p>Budget Setting and Management</p> <p>RES 1903 Issue 1: Savings proposals documentation and risk assessments</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES 1903 Issue 1.1: Savings proposals documentation and risk assessments</p> <p>Implemented</p>	<p>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 applied to all savings delivery progress updates provided to Directorate management teams, CLT, and service committees.</p>	<p>Estimated Date: 30/09/2020</p> <p>Revised Date: 01/02/2021</p> <p>No of Revisions 0</p>	<p>John Connarty Alison Henry Annette Smith Donna Rodger Emma Baker Hugh Dunn Layla Smith Michelle Vanhegan</p>
Page 346 10	<p>Budget Setting and Management</p> <p>RES 1903 Issue 2: Budget setting and management processes</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES 1903 Issue 2.1: Budget setting and management processes and timetable</p> <p>Started</p>	<p>Guidance will be developed for budget setting and management as described in the recommendation above and issued to support the 2021/22 budget setting process.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Henry Annette Smith Emma Baker Hugh Dunn John Connarty Layla Smith Michelle Vanhegan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
11	<p>Budget Setting and Management</p> <p>RES 1903 Issue 2: Budget setting and management processes</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES 1903 Issue 2.2: Clarity of roles and responsibilities</p> <p>Started</p>	<p>The respective roles and responsibilities for first line budget managers and second line Finance and Change Strategy teams in relation to the annual budget setting and ongoing budget management process will be clearly defined in a procedure document and communicated with documentation reflecting guidance on this matter issued by CIPFA.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Henry</p> <p>Annette Smith</p> <p>Emma Baker</p> <p>Hugh Dunn</p> <p>John Connarty</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p>
Page 34	<p>Budget Setting and Management</p> <p>RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback.</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES 1903 Issue 3.1: Annual budget setting lessons learned methodology</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/05/2020</p> <p>Revised Date: 31/05/2021</p> <p>No of Revisions 1</p>	<p>John Connarty</p> <p>Alison Henry</p> <p>Annette Smith</p> <p>Donna Rodger</p> <p>Emma Baker</p> <p>Hugh Dunn</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
13	<p>Budget Setting and Management</p> <p>RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback.</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES 1903 Issue 3.2: Finance customer and staff feedback surveys</p> <p>Started</p>	<p>Finance will conduct customer and staff feedback exercises every two years. A feedback process will be developed and Implemented that is aligned with the lessons learned methodology as described in recommendation 3.1. In addition, feedback from each exercise will be consolidated and used to generate improvement actions. The survey results and improvement actions will be reported to service managers and staff.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Henry</p> <p>Annette Smith</p> <p>Hugh Dunn</p> <p>John Connarty</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p>
14	<p>Budget Setting and Management</p> <p>RES 1903 Issue 4: Training for budget managers</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES 1903 Issue 4.1: Training for budget managers</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date:30/09/2020</p> <p>Revised Date:31/12/2021</p> <p>No of Revisions 1</p>	<p>Alison Henry</p> <p>Annette Smith</p> <p>Hugh Dunn</p> <p>John Connarty</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
Page 349	<p>CGI Partnership Management and Governance</p> <p>RE1904 Issue 1 - CGI Governance and performance management framework</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1904 - Rec 1.1 Independent assurance</p> <p>Implemented</p>	<p>1. Whilst these areas are not covered as specific clauses in the current contract, management agrees that it is important to obtain independent assurance in relation to CGI operational performance, and will request provision of the following either within the terms of the current contract (if possible) or as part of the next contract refresh to support achievement of Scottish Government Cyber Essentials Plus Accreditation and ongoing compliance with the new Scottish Government public sector cyber framework: a) evidence of ongoing CGI International Organisation for Standardisation (ISO) accreditation for all standards relevant to the technology services delivered by CGI (for example ISO27001). b) completion of an annual independent IT health check regardless of CGI ISO accreditation outcomes that will provide additional assurance in relation to security and ongoing compliance with the current Scottish Government Cyber Essentials Plus Accreditation and new cyber security framework requirements. It is acknowledged that this will likely incur additional cost for the Council, however this may be offset by reduced Internal and External audit assurance costs where reliance can be placed on completion of the independent health check. c) the requirement for CGI to address any assurance findings raised with evidence provided to the Council to confirm their resolution. 2. Management accepts this risk on the basis that it is not possible to change the terms of the contract to include an increased number of contractually free audits to support provision of ongoing independent internal and external audit assurance.</p>	<p>Estimated Date: 31/03/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
16	CGI Partnership Management and Governance RE1904 Issue 1 - CGI Governance and performance management framework Stephen Moir, Executive Director of Resources	Medium	RES1904 - Rec 1.2 CGI governance framework Started	The governance framework has changed reflecting the Council's evolving technology needs and ongoing continuous feedback and improvement in delivery of CGI services, and some aspects of the governance framework detailed in the contract have become outdated. A governance document has been designed and agreed with CGI that includes all established partnership meetings and details their purpose; attendees; documents and information to be provided in advance of the meetings; and meeting agendas. The design of the current governance framework will be further considered as part of the next CGI contract refresh.	Estimated Date: 31/03/2021 Revised Date: No of Revisions 0	Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey
17	CGI Partnership Management and Governance RE1904 Issue 1 - CGI Governance and performance management framework Stephen Moir, Executive Director of Resources	Medium	RES1904 - Rec 1.3 Key performance indicators Started	Accepted. A review will be performed to determine which KPIs can be refreshed within the terms of the current contract, and all existing KPIs will be reviewed as part of the next contract refresh.	Estimated Date: 31/03/2021 Revised Date: No of Revisions 0	Alison Roarty Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
18	<p>Cyber Security - Public Sector Action Plan</p> <p>RES1808: Issue 1: Critical Operational Cyber Security Controls</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1808: Issue 1: Recommendation 1.2 - Cyber Essentials Accreditation</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/09/2019 Revised Date: 01/05/2021 No of Revisions 2</p>	<p>Alison Roarty Heather Robb Layla Smith Michelle Vanhegan Mike Brown Nicola Harvey</p>
Page 351 19	<p>Digital Services Change Initiation</p> <p>CW1901 Change Initiation: Issue 1 - Inconsistencies in the change management processes</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1901: Recommendation 1.2.1 - Review of service levels for CGI review and response to change requests</p> <p>Started</p>	<p>Service levels for CGI review of and responses to change requests will be reviewed and consideration given to implementing the following changes where this is possible within the terms of the current contract: creating bespoke service levels for individual complex change requests with any additional costs associated with bespoke service levels incorporated into the cost of the change request. Where bespoke service levels are agreed, a process will be established to ensure that these are communicated to both Digital Services and the change requestor. CGI and the Council will also consider and implement (if appropriate) an initial review of change requests to confirm that they are of an acceptable level of quality and include sufficient information to support an initial assessment of the requirement for a Data Privacy Impact Assessment prior to acceptance. Progress against delivery of both standard and bespoke service levels for CGI review of and response to change requests will continue to be monitored by both the Council and CGI via established governance processes.</p>	<p>Estimated Date: 31/12/2020 Revised Date: No of Revisions 0</p>	<p>Alison Roarty Derek Masson Heather Robb Jackie Galloway Layla Smith Michelle Vanhegan Nicola Harvey</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
20	<p>Digital Services Incident and Problem Management</p> <p>RES1907 Incident and Problem Management: Issue 1 - Next steps for incident resolution</p> <p>Stephen Moir, Executive Director of Resources</p>	Low	<p>RES1907 Recommendation 1.1.1 - Incident Reports</p> <p>Started</p>	Agreed – updates will be provided into the problem management records that feed into the Problem Review Board.	<p>Estimated Date:31/12/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Alison Roarty</p> <p>Heather Robb</p> <p>Jackie Galloway</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Nicola Harvey</p> <p>Richard Burgess</p>
21	<p>Digital Services Incident and Problem Management</p> <p>RES1907 Incident and Problem Management: Issue 1 - Next steps for incident resolution</p> <p>Stephen Moir, Executive Director of Resources</p>	Low	<p>RES1907 Recommendation 1.1.2 - Partnership Board and Client Service Reports</p> <p>Started</p>	Agreed – the Client Service reports, and Partnership Board documents will be amended in relation to problem records to make reference to updates of the problem records being recorded in the Problem Review Board input.	<p>Estimated Date:</p> <p>31/12/2020</p> <p>Revised Date:</p> <p>No of Revisions</p> <p>0</p>	<p>Alison Roarty</p> <p>Heather Robb</p> <p>Jackie Galloway</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Nicola Harvey</p> <p>Richard Burgess</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
22	<p>Drivers</p> <p>Management and use of Driver Permits and fuel FOB cards</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Management and use of Driver Permits and Fuel FOB cards Rec 4</p> <p>Started</p>	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;	<p>Estimated Date: 01/02/2019</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 4</p>	<p>Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright</p>
Page 353	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents Rec 2</p> <p>Started</p>	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;	<p>Estimated Date: 01/04/2019</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 3</p>	<p>Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright</p>
24	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents Rec 3</p> <p>Started</p>	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;	<p>Estimated Date: 01/02/2019</p> <p>Revised Date: 31/10/2021</p> <p>No of Revisions 3</p>	<p>Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
25	<p>Drivers</p> <p>Recording and addressing driving incidents</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>Recording and addressing driving incidents</p> <p>Started</p>	<p>Six monthly reporting will be provided to the Corporate Leadership Team together with details of relevant actions taken.</p>	<p>Estimated Date: 01/10/2019 Revised Date: 01/12/2020 No of Revisions 1</p>	<p>Adam Fergie Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Katy Miller Martin Young Nicole Fraser Scott Millar Steven Wright</p>
Page 354 26	<p>Drivers - findings only report</p> <p>1: Completion of Driver Licence checks</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>1.2 - Agreed Management Action – Establish an accurate population of Council drivers</p> <p>Started</p>	<p>1. An e mail will be prepared and issued by the Executive Director of Place. This will include an explanation of the requirement for Council vocational and grey fleet drivers to complete and return the DVLA driver licence check permissions forms to Fleet Services and include a date for completion. The e mail will also reinforce the escalation process to be applied where that driving permission forms are not received and will confirm that driver permits will be revoked where completed forms are not returned on time. 2. Fleet services will engage with the Business Hub team within Strategy and Communications and to determine what support can be provided to enable effective resolution of the current position and the nature of ongoing support required. 3. This action is already in progress as a number of leavers have now been removed from the Fleet Services Tranman driver database. Once all permission forms have been received, a full reconciliation will be performed. Subsequent reconciliations will then be performed monthly and will be moved to quarterly if no significant issues are experienced. 4. Reports are currently received monthly from the Business Hub (Strategy and Communications) and Per Temps for agency workers,</p>	<p>Estimated Date: 01/11/2020 Revised Date: 01/03/2021 No of Revisions 0</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Nicole Fraser Scott Millar</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
Page 355				<p>but these include all leavers and do not specifically highlight those who are drivers. As part of our engagement with the Strategy and Communications Business Hub, we will determine whether leaver reports can be provided that include details of vocational and grey fleet drivers. If this is not possible, we will engage with Continuous Improvement to determine whether it is possible to design and implement an electronic process that compares the employee data in the leavers reports with the data retained in the Fleet Services Tranman driver database to identify those leavers who are drivers. If this is not possible, a manual comparison will continue to be performed and leavers who are drivers will be removed from the Tranman database and advised to Davis 5 and 6 - Once the data cleanse and reconciliation has been performed, the Council will have an accurate record of all known vocational, grey fleet, and agency drivers that details where checks have been performed and permits issued. The ongoing reconciliation to be performed at 2 above will ensure that this remains complete and accurate 7. E Davis will perform the licence checks as soon as permission forms are received by them. Davis also provides management information in relation to permissions that are due to expire. MI re permissions that are due to expire.</p>		

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
27	<p>Drivers - findings only report</p> <p>1: Completion of Driver Licence checks</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>1.3 - Driver permit revocation</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 04/05/2020</p> <p>Revised Date: 29/01/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn David Givan Gareth Barwell George Gaunt Graeme Hume Nicole Fraser Scott Millar</p>
28	<p>Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management</p> <p>Risk and Supplier Performance Management</p> <p>Judith Proctor, Chief Officer - HSCP</p>	High	<p>Rec 1 - Risk Management</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/03/2018</p> <p>Revised Date: 01/03/2021</p> <p>No of Revisions 4</p>	<p>Angela Ritchie David Williams Tony Duncan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
29	Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management Key Person Dependency and Process Documentation Judith Proctor, Chief Officer - HSCP	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	Angela Ritchie David Williams Tony Duncan
Page 357 30	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer - HSCP	Medium	CW1806 Issue 1.1(2): ATEC 24 Review of Operational Processes - Call Prioritisation Implemented	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 Tom Cowan
31	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework	Medium	CW1806 Issue 1.2(3): ATEC 24 Service Level Agreements - Partnership Protocol Implemented	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 Tom Cowan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	Judith Proctor, Chief Officer - HSCP					
32 Page 358	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer - HSCP	Medium	CW1806 Issue 1.1(6): ATEC 24 Review of Operational Processes - Response Recording Implemented	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 Tom Cowan
33	Emergency Prioritisation & Complaints CW1806 Issue 1: ATEC 24 Operational Framework Judith Proctor, Chief Officer - HSCP	Medium	CW1806 Issue 1.4(1): ATEC 24 Quality Assurance Framework - Methodology Implemented	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 2	Andy Jones Angela Ritchie Tom Cowan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
34	<p>Emergency Prioritisation & Complaints</p> <p>CW1806 Issue 1: ATEC 24 Operational Framework</p> <p>Judith Proctor, Chief Officer - HSCP</p>	Medium	<p>CW1806 Issue 1.4(2): ATEC 24 Quality Assurance Framework - Application</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 30/04/2020 Revised Date: 01/02/2021 No of Revisions 2</p>	<p>Andy Jones Angela Ritchie Tony Duncan</p>
Page 359	<p>Emergency Prioritisation & Complaints</p> <p>CW1806 Issue 1: ATEC 24 Operational Framework</p> <p>Judith Proctor, Chief Officer - HSCP</p>	Medium	<p>CW1806 Issue 1.4(3): ATEC 24 Quality Assurance Framework - Review</p> <p>Pending</p>	<p>3. Where systemic themes or trends are identified from quality assurance reviews, management will consider whether existing operational processes should be revisited.</p>	<p>Estimated Date: 30/04/2020 Revised Date: 01/05/2021 No of Revisions 1</p>	<p>Andy Jones Angela Ritchie Tom Cowan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
36	<p>Emergency Prioritisation & Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership</p> <p>Judith Proctor, Chief Officer - HSCP</p>	Medium	<p>CW1806: Issue 2(1): SLAs - Third Party Service Provision</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/11/2019 Revised Date: 31/08/2021 No of Revisions 4</p>	<p>Angela Ritchie Brian Henderson Colin Beck Tony Duncan</p>
37	<p>Emergency Prioritisation & Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health & Social Care Partnership</p> <p>Judith Proctor, Chief Officer - HSCP</p>	Medium	<p>CW1806: Issue 2(2): Partnership Protocol HSCP/Contact Centre</p> <p>Started</p>	<p>Agreed, once the SLA is finalised, a Partnership Protocol will be developed in conjunction with Customer Contact Centre colleagues.</p>	<p>Estimated Date: 28/02/2020 Revised Date: 30/09/2021 No of Revisions 3</p>	<p>Alison Roarty Angela Ritchie Brian Henderson Colin Beck Lisa Hastie Tom Cowan</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
38	H&SC Care Homes - Corporate Report A1.1: Care Homes Self Assurance Framework Judith Proctor, Chief Officer - HSCP	Medium	A1.1: Care Homes Self Assurance Framework Implemented	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	Angela Ritchie Jacqui Macrae
Page 361	H&SC Care Homes - Corporate Report A2.3: Welfare Fund and Outings Funds Judith Proctor, Chief Officer - HSCP	Medium	A2.3(2) Establishment of welfare fund committees Implemented	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	Angela Ritchie Jacqui Macrae
40	H&SC Care Homes - Corporate Report A3.1: Training Judith Proctor, Chief Officer - HSCP	Medium	A3.1(1) Manager review of training Implemented	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	Angela Ritchie Jacqui Macrae
41	H&SC Care Homes - Corporate Report A3.3: Performance & Attendance Management	Medium	A3.3(2) Health & Social Care Teams - 6 monthly and annual performance conversations	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	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	Judith Proctor, Chief Officer - HSCP		Implemented		Revisions 5	
42	H&SC Care Homes - Corporate Report A3.3: Performance & Attendance Management Judith Proctor, Chief Officer - HSCP	Medium	A3.3(4) Health & Social Care Teams - quarterly review of absence and performance management Implemented	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 Domestic 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	Angela Ritchie Jacqui Macrae
43	H&SC Care Homes - Corporate Report A3.4: Agency Staffing Judith Proctor, Chief Officer - HSCP	Medium	A3.4(2) Analysis of the agency staff and hours worked charges Implemented	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	Angela Ritchie Jacqui Macrae
44	H&SC Care Homes - Corporate Report A3.5: Adequacy of Resources Judith Proctor, Chief Officer - HSCP	Medium	A3.5(1) Care Inspectorate Dependency Assessments requirements Implemented	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	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
45	H&SC Care Homes - Corporate Report A2.3: Welfare Fund and Outings Funds Judith Proctor, Chief Officer - HSCP	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	Angela Ritchie Jacqui Macrae
Page 363	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 Implemented	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	Alison Coburn Andrew Mitchell David Givan George Gaunt Grace McCabe Isla Burton Michael Thain Sandra Harrison
47	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 Started	It should be noted that measure are 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	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

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
Page 364 48				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.		
	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 Started	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 Licencing 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	Contributors
49	Homelessness Services CW1808 Issue 3: Provision of homelessness advice and information Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	Medium	CW1801 Recommendation 3.1.2: Updating homelessness information on website Implemented	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	Debbie Herbertson Nichola Dadds Nicky Brown
Page 365 50	Homelessness Services CW1808 Issue 2: Homelessness data quality and performance reporting Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	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: 31/08/2021 No of Revisions 3	Emma Morgan Nichola Dadds Nicky Brown
51	Homelessness Services CW1808 Issue 3: Provision of homelessness	Medium	CW1801 Recommendation 3.1.3: Homelessness information leaflet	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	Estimated Date:30/04/2020 Revised Date:30/06/2021	Debbie Herbertson Nichola Dadds Nicky Brown

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	advice and information Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities		Started	centres, Citizen Advice Bureaus, charities and other local support and advice agencies.	No of Revisions1	
Page 366	Life Safety CW1910 - Life safety: Issue 4 Housing Property Services – fire and water safety processes Paul Lawrence, Executive Director of Place and SRO	Low	CW1910 Rec. 4.1.2 Housing Property Services – fire safety inspections in low rise properties Implemented	Housing Property Services will investigate the feasibility of implementing a technology solution to enable recording of the outcomes of fire inspections in low rise buildings where the Council has responsibility with Digital Services. If a solution is feasible, a change request for implementation of the new system will be prepared and submitted to CGI, the Council's technology partner.	Estimated Date: 18/12/2020 Revised Date: No of Revisions 0	Alison Coburn Alistair Latona Michael Thain Patricia Blore Willie Gilhooly
53	Life Safety CW1910 - Life safety: Issue 4 Housing Property Services – fire and water safety processes Paul Lawrence, Executive Director of Place and SRO	Low	CW1910 Rec. 4.1.1 Housing Property Services – water risk assessments Started	1. The Scientific Services team have reviewed the comment above against current legislation and will implement the following refreshed approach: Rather than a rolling programme covering all 20,000 Housing Property Services (HPS) properties equally, different types of property are classed in different priority risk categories. The Council has responsibility for 44 multi storey blocks and 33 Sheltered Housing complexes. These properties are all classed as high risk and assessments will be carried out within the stated two-year period currently specified in the Council's water policy, and then every two years going forward. The remaining properties on the Housing estate are considered low level priority and legislation states that	Estimated Date: 31/12/2020 Revised Date: No of Revisions 0	Alison Coburn Gareth Barwell Jemma Tennant Robbie Beattie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				these surveys should be undertaken over a five-year period. Risk assessments will be carried out on sample properties for these low risk properties. For example, in a street of 100 homes with 20 different house types, only 20 surveys would be required. 2. Providing that Housing Property Services as the risk owner allocate sufficient budget resource, Scientific Services are comfortable that this work will not put a strain on their current resources and as the approach adopted is in line with the Council's Water Safety Policy and applicable regulations, there is no need to record completion in relevant divisional and directorate risk registers.		
Page 267	Local Development Plan Financial Modelling Paul Lawrence, Executive Director of Place and SRO	High	Funding Started	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 Givan George Gaunt Kate Hopper Michael Thain Sandra Harrison
55	Local Development Plan Governance arrangements over infrastructure appraisals Paul Lawrence, Executive Director of Place and SRO	Medium	Infrastructure Governance arrangements Started	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 Givan George Gaunt Kate Hopper Michael Thain Sandra Harrison

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56 Page 368	Localities Operating Model 1. Localities Governance and Operating Model Gillie Severin, Strategic Change Delivery Manager	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: 31/03/2023 No of Revisions 2	Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt Jackie Irvine Nichola Dadds Ruth Currie Sarah Burns
57	Localities Operating Model 1. Localities Governance and Operating Model Gillie Severin, Strategic Change Delivery Manager	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	Estimated Date: 31/03/2020 Revised Date: 31/03/2023 No of Revisions 2	Alison Coburn Alison Henry David Givan Donna Rodger Evelyn Kilmurry George Gaunt Michele Mulvaney Paul Lawrence

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				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.		Paula McLeay Sarah Burns
Page 369 58	Localities Operating Model 1. Localities Governance and Operating Model Gillie Severin, Strategic Change Delivery Manager	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	Estimated Date:31/03/2020 Revised Date:31/03/2023 No of Revisions2	Alison Coburn Donna Rodger Evelyn Kilmurry Michele Mulvaney Paula McLeay Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				that new management actions will be raised at that time to track implementation progress.		
Page 370	Localities Operating Model 1. Localities Governance and Operating Model Gillie Severin, Strategic Change Delivery Manager	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: 31/03/2023 No of Revisions 2	Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
60	Localities Operating Model 1. Localities Governance and Operating Model Gillie Severin, Strategic Change Delivery Manager	High	PL1801 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: 31/03/2020 No of Revisions 2	Alison Coburn Annette Smith Donna Rodger Evelyn Kilmurry Hugh Dunn John Connarty Michelle Vanhegan Sarah Burns Susan Hamilton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
61	Localities Operating Model 1. Localities Governance and Operating Model Gillie Severin, Strategic Change Delivery Manager	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: 31/03/2023 No of Revisions 2	Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt Sarah Burns
62	Localities Operating Model 1. Localities Governance and Operating Model Gillie Severin, Strategic Change	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	Estimated Date:31/03/2020 Revised Date:31/03/2023 No of Revisions2	Alison Coburn David Givan Donna Rodger Evelyn Kilmurry George Gaunt Sarah Burns

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	Delivery Manager			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.		
Page 373 ⁶³	Lone working HSC1902: Lone working - Development of detailed action plan Judith Proctor, Chief Officer - HSCP	High	HSC1902 Lone working - Issue 1: Development of detailed action plan Implemented	The Partnership working group will be established by the Head of Operations and a detailed action plan which covers all the recommendations within the report produced by 31 December 2020. The detailed plan will be reviewed by internal audit to confirm that it addresses all findings raised in this report, and individual management actions raised to support subsequent follow-up by internal audit to ensure that the control gaps identified have been effectively addressed. The implementation date of 28 February 2021 reflects time to work collaboratively with internal audit to agree this.	Estimated Date: 28/02/2021 Revised Date: No of Revisions 0	Angela Lindsay Mike Massaro- Mallinson Nikki Conway

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
64	<p>New Facilities Management Service Level Agreement</p> <p>RES1814 - Facilities Management SLA: Janitorial Services Governance Framework</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1814 - Facilities Management SLA: Issue 1.1 Key Performance Indicators</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2020</p> <p>No of Revisions 0</p>	<p>Audrey Dutton</p> <p>Gohar Khan</p> <p>Layla Smith</p> <p>Mark Stenhouse</p> <p>Michelle Vanhegan</p> <p>Peter Watton</p>
65	<p>New Facilities Management Service Level Agreement</p> <p>RES1814 - Facilities Management SLA: Janitorial Services Governance Framework</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>Facilities Management SLA: Issue 1.3 Ongoing quality assurance reviews</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 1</p>	<p>Audrey Dutton</p> <p>Gohar Khan</p> <p>Layla Smith</p> <p>Mark Stenhouse</p> <p>Michelle Vanhegan</p> <p>Peter Watton</p>
66	<p>Out of Support Technology and Public Sector Network</p>	Low	<p>RES1807 - 1.1 Public Services Network governance</p>	<p>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</p>	<p>Estimated Date: 31/01/2020</p> <p>Revised Date:</p>	<p>Alison Roarty</p> <p>Heather Robb</p> <p>Julie Rosano</p> <p>Layla Smith</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
Page 375	Accreditation RES1807 - Issue 1: Public Services Network governance framework Stephen Moir, Executive Director of Resources		arrangements Started	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.	30/06/2021 No of Revisions 2	Michelle Vanhegan Mike Brown Nicola Harvey
	67	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

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
68	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 5.2 - Procedure for authorising payments</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date:31/03/2020</p> <p>Revised Date:01/08/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn</p> <p>David Givan</p> <p>Gavin Brown</p> <p>Gavin Graham</p> <p>George Gaunt</p> <p>Michael Thain</p> <p>Sandra Harrison</p>
69	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>CW1803 Rec. 5.3 - Ongoing risk-based quality assurance</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 01/08/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn</p> <p>David Givan</p> <p>Gavin Brown</p> <p>Gavin Graham</p> <p>George Gaunt</p> <p>Michael Thain</p> <p>Sandra Harrison</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
70	<p>Payments and Charges</p> <p>CW1803 Payments and Charges Issue 5: Processing and recording of Parking Permit fees</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1803 Rec. 5.4 - NSL income reconciliation</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 3</p>	<p>Annette Smith Dougie Linton Gavin Graham Hugh Dunn John Connarty Layla Smith Michelle Vanhegan Susan Hamilton</p>
Page 377 71	<p>Planning and S75 Developer Contributions</p> <p>End to end developer contribution processes, procedures, and training</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1802 Iss 2 Rec 2.2 Quality Assurance</p> <p>Started</p>	<p>Planning has made significant progress on specific parts of the contributions process and will deliver other improvements to this process to address the recommendations. The capture and tracking of the financial contributions will be performed using the Council's PPSL accounts receivable system. The Planning team's existing quality assurance process will be extended to include the end to end developer contributions process to be designed and applied as per recommendation 1. The quality assurance process will cover the areas recommended by Internal Audit at 1 to 4 above, including use of the Council's PPSL accounts receivable system to record and monitor financial contributions received ISO accreditors will also be requested to include the Developer contributions quality assurance process within the scope of their review which is scheduled for completion by October 2020.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn Alison Henry Annette Smith Ben Wilson David Givan George Gaunt Graham Nelson Hugh Dunn Kevin McKee Kevin Ryan Michael Thain Michelle Vanhegan Nick Smith Rebecca Andrew</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
72	Policy Management Framework CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register Gavin King, Democracy, Governance and Resilience Senior Manager	High	CE1902 - 1.2c Policy Register review: Ongoing review of policy register – Strategy and Communications Implemented	A working group led by Strategy and Communications with representation from Internal Audit and each Directorate will be established to identify and implement a process to support timely review and upload of approved policies, and Integrated Impact Assessments (IIA) for inclusion within the online register. Following this, further actions to meet the recommendations will be communicated to all Directorates and Divisions.	Estimated Date: 30/11/2020 Revised Date: 31/12/2020 No of Revisions 1	Chris Peggie Donna Rodger Laura Callender Ross Murray
73	Policy Management Framework CE1902 Policy Management Framework Issue 3: Policy framework guidance Gavin King, Democracy, Governance and Resilience Senior Manager	Medium	CE1902 3.1a Policy framework – definitions for policies, procedures, and guidance Implemented	Clear definitions will be established for policies; procedures; and guidance and will reflect that policies outline the Council's response to legislation; regulations and statutory requirements, specifying what the Council will do to ensure compliance, whilst procedures and guidance detail how policy objectives will be achieved. The definitions will be agreed by the Corporate Leadership Team and The Policy and Sustainability Committee and will be communicated across all Council Directorates and Divisions.	Estimated Date: 31/10/2020 Revised Date: 01/03/2021 No of Revisions 0	Beth Hall Donna Rodger Kevin Wilbraham Laura Callender Ross Murray

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
74	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CE1902 3.1b Policy framework - First- and second-lines roles and responsibilities</p> <p>Implemented</p>	<p>Following the outcomes of the Working Group (see recommendation 1.2c), First line (directorate) and second line (Strategy and Communications) roles and responsibilities in relation to the policy management framework and confirmation of its ongoing application will be communicated across Directorates and Divisions and included in the guidance published on the Orb.</p>	<p>Estimated Date: 31/10/2020 Revised Date: 01/03/2021 No of Revisions 0</p>	<p>Donna Rodger Laura Callender Ross Murray</p>
75	<p>Policy Management Framework</p> <p>CE1902 Policy Management Framework Issue 3: Policy framework guidance</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>CE1902 3.1c Policy framework - review of guidance, templates and orb pages</p> <p>Pending</p>	<p>Guidance and supporting templates on the Orb will be reviewed and refreshed to include links to agreed policy definitions and templates and the policy register and checks performed to confirm that these can be accessed.</p>	<p>Estimated Date: 31/10/2020 Revised Date: 01/03/2021 No of Revisions 0</p>	<p>Laura Callender Ross Murray</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
76	Policy Management Framework CE1902 Policy Management Framework Issue 1: Completeness and accuracy of Council policies and the online policy register Paul Lawrence, Executive Director of Place and SRO	High	CE1902 - 1.2b Policy Register review: Initial review of online policy register – Place Started	Following receipt of the Directorate policy register extract provided by Strategy and Communications, each Directorate will perform an initial review of their section of the policy register to identify out of date and draft documents. A status update will be provided to Strategy and Communications for each document currently published online, to confirm whether the published version is the most up to date approved version and no immediate action is required. is out of date but has been recently reviewed and reported to Committee in the annual policy assurance statement – a copy of the most recent version held by the Directorate or Division will then be sent to by Strategy and Communications for publication on the current online register. is out of date or in draft with no recently approved version available. Strategy and Communications will then remove the current online version from the online policy register and note that the document is being reviewed. Strategy and Communications will update the current online policy register on the basis of returns and Directorates will commence their wider policy review set out at 1.2d.	Estimated Date:31/01/2021 Revised Date:31/05/2021 No of Revisions1	Alison Coburn David Givan Gareth Barwell George Gaunt Karl Chapman Lindsay Robertson Michael Thain Veronica Wishart
77	Portfolio Governance Framework CE1801 Issue 1: Project and portfolio management and scrutiny Gillie Severin,	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 Annette Smith Donna Rodger Hugh Dunn Rebecca Andrew Simone Hislop

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	Strategic Change Delivery Manager					
78	PVG and Disclosures CF1904: Issue 2 - PVG processes and guidance Andy Gray, Head of Schools & Lifelong Learning	Medium	CF1904: Rec 2.1a - Updating PVG requirements for all roles Implemented	All divisions will be requested to review and update lists of PVG related posts. Managers will also be reminded that PVG requirements for any new roles should be assessed and recorded on the divisional list.	Estimated Date: 31/03/2021 Revised Date: No of Revisions 0	Bernadette Oxley Claire Thompson Jackie Irvine Laura Zanotti Nichola Dadds Nickey Boyle
Page 381 79	Records Management - LAAC CW1705 Issue 2: Review of additional files Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	Medium	CW1705 Issue 2.1: Review of additional files Implemented	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: 31/03/2021 No of Revisions 3	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
80	<p>Records Management - LAAC</p> <p>CW1705 Issue 2: Review of additional files</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	Medium	<p>CW1705 Issue 2.2: Impact analysis</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 26/06/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 4</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>
81	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	Medium	<p>CW1705 Issue 1.1: Review and Refresh of the project file review process.</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 3</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
82	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	Medium	<p>CW1705 Issue 1.2: Process communication and training</p> <p>Implemented</p>	<p>Agreed actions will be Implemented as recommended by Internal Audit. The project team will work to an end of January date for implementation of quality assurance within the project team with an end of February date for Internal Audit to review the process applied.</p>	<p>Estimated Date: 28/02/2020</p> <p>Revised Date: 31/12/2020</p> <p>No of Revisions 2</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Stephen Moir</p>
<p>Page 383</p> <p>83</p>	<p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	Medium	<p>CW1705 Issue 1.3: Quality assurance checks</p> <p>Started</p>	<p>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</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 4</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				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.		
Page 384	Records Management – LAAC CW1705 Issue 3: Pre destruction business as usual file review process Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	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:30/06/2021 No of Revisions 5	Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
85	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	Medium	<p>CW1705 Issue 3.2a (C&F): Communication and training</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 31/08/2021 No of Revisions 3</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Stephen Moir</p>
86	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Judith Proctor, Chief Officer - HSCP</p>	Medium	<p>CW1705 Issue 3.2b (H&SCP): Communication and training</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 31/08/2021 No of Revisions 1</p>	<p>Alison Roarty Angela Ritchie Louise McRae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
87	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	Medium	<p>CW1705 Issue 3.3a (C&F): Quality assurance process</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Ani Barclay Donna Rodger Freeha Ahmed John Arthur Louise McRae Nickey Boyle Nicola Harvey Ruth Currie Stephen Moir</p>
88	<p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Judith Proctor, Chief Officer - HSCP</p>	Medium	<p>CW1705 Issue 3.3b (H&SCP): Quality Assurance Process</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/08/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Angela Ritchie Louise McRae</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
89	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Judith Proctor, Chief Officer - HSCP	High	Rec 6.1c H&SC - Review of third-party contracts to confirm appropriate resilience arrangements Implemented	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	Angela Ritchie Jacqui Macrae
Page 38	Resilience BC Resilience responsibilities Judith Proctor, Chief Officer - HSCP	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: 30/06/2021 No of Revisions 6	Angela Ritchie Jacqui Macrae
91	Resilience BC Resilience responsibilities Judith Proctor, Chief Officer - HSCP	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	Estimated Date: 31/07/2019 Revised Date: 30/06/2021 No of Revisions 2	Angela Ritchie Jacqui Macrae

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				Directorate and Council's annual governance statements.		
92	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 2020 Following 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 Revisions1	Alison Coburn Claire Duchart David Givan Gareth Barwell Gavin King George Gaunt Karl Chapman Lindsay Robertson Mary-Ellen Lang Michael Thain
93	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 2020 Following 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	Annette Smith Gavin King Hugh Dunn Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Nick Smith Nicola Harvey Peter Watton

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
94	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Judith Proctor, Chief Officer - HSCP	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	Angela Ritchie Jacqui Macrae
Page 389 95	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	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	Donna Rodger Gavin King Laura Zanotti Mary-Ellen Lang Michelle McMillan Nichola Dadds Nickey Boyle Ruth Currie

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
96	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>Rec 3.1e S&C - Development of Resilience Plans/protocols for statutory and critical services</p> <p>Started</p>	<p>Rebased action October 2020 Following 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.</p>	<p>Estimated Date: 19/06/2020</p> <p>Revised Date: 31/12/2022</p> <p>No of Revisions 1</p>	<p>Donna Rodger Mary-Ellen Lang</p>
97	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>Rec 6.1a Place - Review of third-party contracts to confirm appropriate resilience arrangements</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 20/12/2019</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 3</p>	<p>Alison Coburn Annette Smith Claire Duchart David Givan Gareth Barwell George Gaunt Hugh Dunn Iain Strachan Karl Chapman Lindsay Robertson Mary-Ellen Lang Michael Thain Mollie Kerr</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
98	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	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	Annette Smith Hugh Dunn Iain Strachan Mary-Ellen Lang Michelle McMillan Mollie Kerr Nichola Dadds Nickey Boyle Ruth Currie
99	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Gavin King, Democracy, Governance and Resilience Senior Manager	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	Annette Smith Donna Rodger Hugh Dunn Iain Strachan Mary-Ellen Lang Mollie Kerr

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
100	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>Rec 6.2a Place - Annual assurance from Third Party Providers</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date:28/06/2019</p> <p>Revised Date:31/03/2022</p> <p>No of Revisions3</p>	<p>Alison Coburn Claire Duchart David Givan Gareth Barwell George Gaunt Karl Chapman Lindsay Robertson Mary-Ellen Lang Michael Thain</p>
101	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>Rec 6.2b Resources - Annual assurance from Third Party Providers</p> <p>Started</p>	<p>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.</p> <p>It is recommended that contract managers include this requirement as part on ongoing contract management arrangements.</p> <p>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</p>	<p>Estimated Date: 28/06/2019</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 2</p>	<p>Annette Smith Hugh Dunn Iain Strachan Katy Miller Layla Smith Mary-Ellen Lang Michelle Vanhegan Mollie Kerr Nick Smith Nicola Harvey Peter Watton</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.		
102 Page 393	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Judith Proctor, Chief Officer - HSCP	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	Angela Ritchie Jacqui Macrae
103	Resilience BC Completion and adequacy of service area business impact assessments and resilience arrangements Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities	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	Estimated Date: 28/06/2019 Revised Date: 31/03/2022 No of Revisions 2	Anna Gray Laura Zanotti Mary-Ellen Lang Michelle McMillan Nichola Dadds Nickey Boyle

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.		
104 Page 394	<p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>Rec 6.2e S&C - Annual assurance from Third Party Providers</p> <p>Started</p>	<p>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.</p> <p>It is recommended that contract managers include this requirement as part on ongoing contract management arrangements.</p> <p>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.</p>	<p>Estimated Date: 28/06/2019</p> <p>Revised Date: 31/03/2022</p> <p>No of Revisions 2</p>	<p>Donna Rodger</p> <p>Mary-Ellen Lang</p>
105	<p>Resilience BC</p> <p>Adequacy, maintenance and approval of Council wide resilience plans</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	Medium	<p>Rec 4) Update of Council Business Continuity Plan to include key elements from Business Area Resilience Plans/Protocols</p> <p>Started</p>	<p>The Council Business Continuity Plan (BCP) was developed and signed off the Chief Executive in May 2019. Following Directorate review and update of Business Area Resilience Plans and protocols, the Council BCP will be updated to include key elements of Directorate plans.</p>	<p>Estimated Date: 18/12/2020</p> <p>Revised Date: 31/03/2024</p> <p>No of Revisions 1</p>	<p>Donna Rodger</p> <p>Mary-Ellen Lang</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
106	<p>Risk Management</p> <p>RES1910 Risk Management: Issue 1 Risk Management Framework and 1st Line of Defence training</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1910 Rec 1.2: Communicating operational risk management arrangements and updating training materials</p> <p>Implemented</p>	<p>The operational aspects of the risk management framework will be shared across Council divisions and directorates and also incorporated into current training activities and materials (March 2021).</p>	<p>Estimated Date:31/03/2021</p> <p>Revised Date: No of Revisions 0</p>	<p>Layla Smith Lesley Newdall Michelle Vanhegan Nick Smith Rebecca Tatar</p>
Page 395	<p>Risk Management</p> <p>RES1910 Risk Management: Issue 1 Risk Management Framework and 1st Line of Defence training</p> <p>Andrew Kerr, Chief Executive</p>	Medium	<p>RES1910 Rec 1.3: Identification of first line employees requiring risk management training</p> <p>Implemented</p>	<p>Directorates and divisions will be requested to identify all first line employees who should attend risk management training, with refreshed training delivered and training attendance recorded. Where there has been no attendance, this will be escalated to heads of divisions and directors.</p>	<p>Estimated Date: 28/02/2021</p> <p>Revised Date: No of Revisions 0</p>	<p>Angela Ritchie Judith Proctor</p>
108	<p>Risk Management</p> <p>RES1910 Risk Management: Issue 7 Risk appetite</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1910: Rec 7.1 Operational guidance for risk appetite</p> <p>Implemented</p>	<p>The new risk management operational processes will include guidance on how to determine (where relevant) and score an assessment of target risk that will be used as a proxy for risk appetite.</p>	<p>Estimated Date: 31/03/2021</p> <p>Revised Date: No of Revisions 0</p>	<p>Layla Smith Lesley Newdall Michelle Vanhegan Nick Smith Rebecca Tatar</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
109	<p>Risk Management</p> <p>RES1910 Risk Management: Issue 3 First line management of risk</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>RES1910 Rec 3.2 Corporate Risk Team - Quarterly risk matters newsletter</p> <p>Implemented</p>	<p>A quarterly risk matters newsletter sharing the outcomes of ongoing horizon scanning will also be created and published by the corporate risk management team.</p>	<p>Estimated Date: 31/03/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	<p>Layla Smith Lesley Newdall Michelle Vanhegan Nick Smith</p>
Page 396	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.2 Roads Service Improvement Plan approval</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/07/2020</p> <p>Revised Date: 01/12/2020</p> <p>No of Revisions 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist</p>
111	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 2. Roads services performance monitoring and quality assurance</p> <p>Paul Lawrence,</p>	High	<p>PL1808 - 2.2 Roads services quality assurance framework</p> <p>Implemented</p>	<p>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</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 31/03/2021</p> <p>No of Revisions 1</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
Page 397 112	Executive Director of Place and SRO			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.		
	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs Paul Lawrence, Executive Director of Place and SRO	Low	PL1808 - 3.2a) Inspector training and qualifications Implemented	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 Jordan Walker Nicole Fraser Sean Gilchrist

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
113	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.1 Roads Service Improvement Plan review (including financial operating model)</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/04/2020</p> <p>Revised Date: 01/06/2021</p> <p>No of Revisions: 1</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist</p>
114	<p>Road Services Improvement Plan</p> <p>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>PL1808 - 1.3 Roads Service Improvement Plan project governance</p> <p>Started</p>	<p>Accepted. The re-based plan will be managed in line with the Project Management Toolkit for Major Projects. The plan will be managed by the Roads service Performance Coordinator once appointed in the revised structure.</p>	<p>Estimated Date: 20/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions: 0</p>	<p>Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
115	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 - 1.4 Post implementation reviews Started	A post implementation review of both the new organisational structure (31 March 2020) and completed Roads Service Improvement Plan (the Plan) actions (March 2021) will take place to assess the effectiveness of the new service and any requirements for change, and the impact of the changes delivered through the Plan.	Estimated Date: 31/03/2021 Revised Date: 01/08/2022 No of Revisions 1	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist
Page 399 116	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 Started	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: 30/09/2021 No of Revisions 2	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist
117	Road Services Improvement Plan PL1808 Issue 3. Roads inspection, defect categorisation, and repairs	Low	PL1808 - 3.2b) Inspector training and qualifications Started	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 Jordan Walker

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	Paul Lawrence, Executive Director of Place and SRO					Nicole Fraser Sean Gilchrist
118	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: 30/06/2021 No of Revisions 4	Alison Coburn Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Jamie Watson Jordan Walker Nicole Fraser Sean Gilchrist
119	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 Started	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: 31/12/2020 No of Revisions 1	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	Contributors
120	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(b) - Review of Admissions Operational Procedures</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
121	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.1(c) - Placing Appeals Procedures</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
122	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.2 - Review & Update of School Websites</p> <p style="background-color: green; color: black; text-align: center;">Implemented</p>	<p>A communication will be issued to all schools to request a review of their school website to ensure: current academic year handbooks are published; links to relevant content on the Council website remain current; only standard approved Council forms are published; and all privacy notices published on School websites are directly linked to the Council's statement.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
123	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.1(a): Committee on Pupil Student Support Recording of Officer Review</p> <p style="background-color: green; color: black; text-align: center;">Implemented</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020</p> <p>Revised Date: 22/02/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
124	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Gavin King, Democracy, Governance and Resilience Senior Manager</p>	High	<p>CF1901 Issue 2.1(b): Committee on Pupil Student Support Remit, Review & Recording of Outcomes</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 30/11/2020 No of Revisions 1</p>	<p>Andy Gray Arran Finlay Donna Rodger Hayley Barnett Lesley Birrell Nickey Boyle Ruth Currie</p>
125	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of</p>	Medium	<p>CF1901 Issue 3.1(a): Development & Communication of end to end processes and role/responsibilities</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
	Schools & Lifelong Learning					Sheila Haig Stephen Moir
126 Page 404	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 3.1(d): Roles & Responsibilities Outwith Annual Process</p> <p>Implemented</p>	<p>The working group will review the roles and responsibilities for any tasks performed outwith 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.</p>	<p>Estimated Date: 31/08/2020 Revised Date: 22/02/2021 No of Revisions 3</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
127	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.1: Access to Personal Data</p> <p>Implemented</p>	<p>Files and shared folders will be reviewed, and appropriate access permissions and password controls Implemented.</p>	<p>Estimated Date: 31/07/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
128	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.4(a): Document Retention & Disposal; All Services</p> <p>Implemented</p>	<p>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 outwith the relevant period will be destroyed in line with the Council's disposal guidelines and a retention schedule and destruction log maintained.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
129	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901: Issue 4.4(b): Document Retention & Disposal; Schools</p> <p>Implemented</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
130	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 5: Provision of Training & Support</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	Medium	<p>CF1901 Issue 5: Induction and annual refresher training programme</p> <p>Implemented</p>	<p>Following conclusion of the working group, Communities and Families will develop a programme of training which includes input across all services areas involved will be designed and delivered to schools' senior leadership teams to ensure that they are aware of and understand: Revised policy and procedures where relevant Applicable legislative and regulatory requirements and Council policies The end to end capacity planning, admissions and appeals process, including management of waiting lists Roles, responsibilities and accountabilities of all teams involved in the process Data access, security, and retention requirements Conflicts of interest requirements Parent and carer engagement guidance Details of ongoing support and information available to manage capacity planning in relation to late placing requests and upheld appeals, including timetabling and accommodation adjustments</p>	<p>Estimated Date: 31/10/2020 Revised Date: 01/03/2021 No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
131	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(a) - Review of Operational Forms</p> <p>Pending</p>	<p>The remit of the working group led by the Communities and Families Senior Education Officer will include a review of all admissions forms published on the Council website and Orb to ensure that they remain fit for purpose and include all necessary accessibility and privacy statements.</p>	<p>Estimated Date: 31/12/2020 Revised Date: 01/05/2021 No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
132	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(c) - Issue of 'Request Granted' Letters</p> <p>Pending</p>	<p>The working group remit led by the Communities and Families Senior Education Officer will include consideration of continued need for formal 'request granted template letters or whether an email to parents / guardians is an acceptable alternative option. Where emails are the preferred option, guidance will be provided to schools to ensure that the terms and limitations of the placement offer are included.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Alison Roarty Arran Finlay Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir</p>
133	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901: Issue 1.3(d) - Issuing Standard Letters & Forms</p> <p>Pending</p>	<p>A communication will be issued by Schools and Life Long Learning management to all schools reminding them to comply with placing request processes as outlined on the Orb, including the requirement to: issue a standard request refusal letter for all application refusals which includes all required paragraphs and is supported by a copy of the frequently asked questions document; and use standard Council forms only. The communication will advise schools to provide feedback where standard forms are not considered to meet the needs of the school, for example, if an additional section for course subjects studied at secondary school is required. Feedback from schools will be considered as part of the working group's review of operational forms.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
134	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.3(a): Validation of Registration & Enrolment Applications</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>
135	<p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals</p> <p>Andy Gray, Head of Schools & Lifelong Learning</p>	High	<p>CF1901 Issue 2.3(b): Quality Assurance Checks in Schools</p> <p>Pending</p>	<p>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.</p>	<p>Estimated Date: 30/06/2020 Revised Date: 22/02/2021 No of Revisions 1</p>	<p>Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie</p>

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136	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Andy Gray, Head of Schools & Lifelong Learning	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	Arran Finlay Claire Thompson Michelle McMillan Nickey Boyle Ruth Currie
137	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security & Retention Andy Gray, Head of Schools & Lifelong Learning	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 Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Michelle Vanhegan Neil Jamieson Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

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138	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance Andy Gray, Head of Schools & Lifelong Learning	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 Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir
139	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions & Appeals Andy Gray, Head of Schools & Lifelong Learning	High	CF1901 Issue 2.5: Placing Request Appeals - key resource dependencies Started	The working group led by the Communities and Families Senior Education Officer, will establish key dependencies and resource planning requirements. This will include interdependencies and resources required to support preparation of key reports. Changes will be trialed in the current year and the updated process Implemented for 2021.	Estimated Date: 31/03/2021 Revised Date: 01/08/2021 No of Revisions 0	Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

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140	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities Andy Gray, Head of Schools & Lifelong Learning	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	Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir
141	School admissions, appeals and capacity planning CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation & Delivery Responsibilities Andy Gray, Head of Schools & Lifelong Learning	Medium	CF1901 Issue 3.1(c): Annual Process - Debrief & Lessons Learned Started	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	Alison Roarty Arran Finlay Donna Rodger Gavin King Hayley Barnett Layla Smith Matthew Clarke Michelle Vanhegan Neil Jamieson Nick Smith Nickey Boyle Nicola Harvey Ruth Currie Sheila Haig Stephen Moir

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142	<p>Social Media - Controls over access to SM Accounts</p> <p>2. Social media operational security and privacy issues</p> <p>Michael Pinkerton, Media Manager</p>	Medium	<p>CE1901 Rec 2.3 Communications team - operational security and privacy issues</p> <p>Implemented</p>	<p>The Communications team will address points 1; 2; 3; 5; and 9 in advance of finalising the social media operational framework. It is important to note that the recommendation to provide unique user profiles and passwords for all Sprout social users could potentially be cost prohibitive, however the feasibility of this option will be assessed, and the risks associated with sharing user profiles and passwords reduced as far as possible.</p>	<p>Estimated Date: 12/02/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	David Ure
Page 412	<p>Social Media - Controls over access to SM Accounts</p> <p>1. Social media operational framework</p> <p>Michael Pinkerton, Media Manager</p>	High	<p>CE1901 Rec1.5 Social Media Risks</p> <p>Pending</p>	<p>The risks associated with the ongoing use of social media that are highlighted in this report will be assessed and recorded in the Strategy and Communications risk register together with details of mitigating actions to ensure that they are addressed.</p>	<p>Estimated Date: 30/10/2020</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	David Ure Donna Rodger
144	<p>Social Media - Controls over access to SM Accounts</p> <p>3. Social media training</p> <p>Michael Pinkerton, Media Manager</p>	Medium	<p>CE1901 Rec3.1 Social media training needs assessment</p> <p>Pending</p>	<p>1. A training needs assessment for social media account owners and users will be developed as part of the social media operational framework and supporting guidance with support (where required) from Human Resources. The training needs assessment will be provided to all Council directorates and divisions with a request that it is completed for all new social media account owners and users. 2. Directorates and divisions will be requested to ensure that social media training is classified as an essential learning activity within their</p>	<p>Estimated Date: 16/04/2021</p> <p>Revised Date:</p> <p>No of Revisions 0</p>	David Ure Donna Rodger

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				essential learning programmes for those roles that include a social media remit / responsibility.		
145	Social Media - Controls over access to SM Accounts 3. Social media training Michael Pinkerton, Media Manager	Medium	CE1901 Rec3.2 Refresh of social media training materials Pending	1. Existing training materials and the e learning module content will be reviewed and refreshed with support from Human Resources (where required) to ensure that it is aligned with applicable legislation and regulations. 2. The e learning module will be updated to ensure that sufficient information is provided prior to testing and that correct answers are provided to incorrect responses. 3. Ownership of the content of the social media e learning model will be agreed between Strategy and Communications and Human Resources.	Estimated Date: 25/01/2021 Revised Date: No of Revisions 0	David Ure Donna Rodger
Page 413 146	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer - HSCP	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	Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
147	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer - HSCP	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	Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan
Page 4 of 14	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer - HSCP	High	Rec. 8 Business Support and Senior Social Worker - refresher training closing and reallocation of client fund accounts 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	Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan
149	Social Work Centre Bank Account Reconciliations Corporate Appointee Client Fund Management Judith Proctor, Chief Officer - HSCP	High	Rec 1b - Business Support - review of Corporate Appointee processes 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	Estimated Date: 31/05/2018 Revised Date: 01/08/2021 No of Revisions 2	Alison Roarty Angela Ritchie Colin Beck Louise McRae Tony Duncan

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
				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		
150 Page 415	<p>Street Lighting and Traffic Signals</p> <p>Street Lighting - Inventory and Maintenance</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Medium	<p>PL1810 Issue 2: Rec 1 - Street lighting inventory completeness and electrical testing results</p> <p>Started</p>	<p>Rebased as at 30/03/2021 Clear processes will be designed, recorded (in the Street Lighting Operational guide), and Implemented to ensure that following completion of wards in the EESLP:- progress with electrical testing is monitored and actioned; and- checks are performed over the completeness and accuracy of all inventory data held on Confirm (e.g. routine sample testing across the wards). Following the completion of further wards in the EESLP, Internal Audit will perform sample testing to ensure the data held on Confirm is accurate and complete, and that electrical testing outcomes are being recorded. IA will also confirm that the inventory checks have been designed and Implemented. It is expected that the EESLP will complete in late 2021, and therefore an implementation date of 31/03/2022 has been agreed with IA.</p>	<p>Estimated Date: 20/12/2019 Revised Date: 31/03/2022 No of Revisions 4</p>	<p>Alan Simpson Alison Coburn Claire Duchart Cliff Hutt David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Nicole Fraser Robert Mansell Tony Booth</p>
151	<p>Street Lighting and Traffic Signals</p> <p>Street Lighting and Traffic Signals: Process and quality assurance documentation and training</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1810 Issue 3 - Rec 1 Operation and maintenance procedures</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 30/09/2019 Revised Date: 31/05/2021 No of Revisions 4</p>	<p>Alan Simpson Alison Coburn Claire Duchart David Givan Gareth Barwell Gavin Brown George Gaunt Lindsey McPhillips Mark Love Nicole Fraser Robert Mansell Tony Booth</p>

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152	<p>Street Lighting and Traffic Signals</p> <p>Street Lighting and Traffic Signals: Process and quality assurance documentation and training</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1810 Issue 3: Rec 2 - Refresher training for existing employees</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 20/12/2019</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 7</p>	<p>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</p>
153	<p>Street Lighting and Traffic Signals</p> <p>Traffic Signals: Evidence of pre installation design and acceptance testing</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1810 Issue4: Rec 3 - Checklist retention procedures</p> <p>Started</p>	<p>Processes for the completion and retention of the checklist to be included in appropriate Operational Guide.</p>	<p>Estimated Date: 31/03/2020</p> <p>Revised Date: 31/05/2021</p> <p>No of Revisions 4</p>	<p>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</p>

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154	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 2: Contracts and Grants Management Strategic Direction</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1809 Issue 2.2: Contract Management Compliance Reviews</p> <p>Implemented</p>	<p>The C&GM team will design and implement a rolling programme of compliance reviews, focused on the Tier 1 and 2 contracts, this programme to take account of the limited resources in the team, and other ongoing work. The scope of these reviews will, as appropriate, include the recommendations above. Again, this work will be dependent upon active service area engagement and responsiveness, including for service areas to implement identified actions. It is to be noted, however, that the staffing resources in the C&GM team may not be sufficient to include all aspects referred to above, including follow-up and monitoring of implementation.</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 01/05/2021</p> <p>No of Revisions 0</p>	<p>Annette Smith</p> <p>Gavin Brown</p> <p>Hugh Dunn</p> <p>Iain Strachan</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Mollie Kerr</p>
155	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>RES1809 Issue 1.2(3): Supplier management quality assurance - Place</p> <p>Pending</p>	<p>Place This will be incorporated into the Place regular monitoring reports on procurement to provide assurance that risk assessments are happening, especially for tier 1 and 2 contracts and that appropriate action is taken. This will be undertaken in conjunction with the Contracts and Grants Management and Commercial Partner team in procurement to ensure consistency of approach and shared learning.</p>	<p>Estimated Date: 31/03/2021</p> <p>Revised Date: 01/08/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Karl Chapman</p> <p>Lindsay Robertson</p> <p>Michael Thain</p>

Ref	Project/Owner	Issue Type	Issue/Status	Agreed Management Action	Dates	Contributors
156	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	High	<p>RES1809 Issue 1.3(3): Contract manager support and guidance - Place</p> <p>Pending</p>	Place This recommendation is accepted, and this will be added as appropriate to the Place mandatory training matrix at the next review.	<p>Estimated Date: 31/08/2020</p> <p>Revised Date: 01/01/2021</p> <p>No of Revisions 0</p>	<p>Alison Coburn</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Karl Chapman</p> <p>Lindsay Robertson</p> <p>Michael Thain</p>
157	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Jackie Irvine, Chief Social Work Officer & Head of Safer & Stronger Communities</p>	High	<p>RES1809 Issue 1.4(3): Review of contract waivers - C&F</p> <p>Started</p>	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.	<p>Estimated Date: 27/03/2020</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 1</p>	<p>Anna Gray</p> <p>Claire Thompson</p> <p>David Hoy</p> <p>Michelle McMillan</p> <p>Nichola Dadds</p> <p>Nickey Boyle</p>

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Page 19 of 19	<p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 2: Contracts and Grants Management Strategic Direction</p> <p>Stephen Moir, Executive Director of Resources</p>	High	<p>RES1809 Issue 2.3: Project Governance supporting implementation of the Public Contracts Scotland Tendering technology system</p> <p>Started</p>	<p>This system is already well-established in other public sector partners, and supported by the Scottish Government, and has been identified by Scotland Excel as an appropriate e-solutions system to support contract and supplier management. Training sessions have already been held, including a day session focussed entirely on contract management functionality. All members of the team have had access to the system for a suitable period of time, to allow for learning on a test system and have built up a thorough knowledge of the system's capability to upload contract documentation. The mass upload of contract documentation is a key factor in the successful roll out of the system, and the team continues to get support from contemporary teams in Scottish Government and other public sector partners who have carried this out. Training sessions have been held with a number of contract managers across 4 directorates, focussing on 6 Tier 1 contracts, some with cross-directorate delivery. 40 suppliers have also been involved in the trial to date. The team are continuing to monitor the trial, with regular updates from contract managers and will use all lessons learned to prepare the project plan for full roll out of the system. The C&GM team will design and apply a suitable project management and governance framework to support PCS-T implementation. This will include additional suitable system testing, and training for service area contract managers who would be using the system to store and access contract documentation. As stated above, the team is already also working with public sector partners, to identify best practice to assist the successful roll out the contract management module. Commercial and Procurement Services are already considering the possible adoption of PCS-T as the Council's eProcurement system, bringing an end to</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 31/12/2021</p> <p>No of Revisions 1</p>	<p>Annette Smith Gavin Brown Hugh Dunn Iain Strachan Layla Smith Michelle Vanhegan Mollie Kerr</p>

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				end approach to procurement and management of contracts. This work is continuing, and the PCS-T Working Group which has been established within Commercial and Procurement Services will take forward both aspects. If it is decided to adopt PCS-T for the Council's actual procurement processes, and not just contract management, then it is noted that the actual implementation of that would take longer, as there would be a greater direct impact upon other Council services.		
Page 420	<p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 1: Digital strategy and governance</p> <p>Stephen Moir, Executive Director of Resources</p>	Medium	<p>CW1914 Rec 1.1 - Digital strategy development</p> <p>Started</p>	<p>The Council's digital strategy is currently being refreshed as part of the Adaptation and Renewal Programme and will include consideration of use of both networked and cloud-based systems solutions that are aligned with the Council's strategic and service delivery objectives and applicable security and compliance requirements. A separate cloud strategy will also be prepared as part of the overarching digital strategy that outlines the opportunities and risks associated with ongoing and future use of cloud-based shadow IT systems. The digital strategy will be developed following engagement and consultation with Council directorates; divisions; citizens; and other organisations (where required).</p>	<p>Estimated Date: 31/12/2020</p> <p>Revised Date: 30/06/2021</p> <p>No of Revisions 1</p>	<p>Alison Roarty</p> <p>Heather Robb</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Nicola Harvey</p>

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160	<p>Waste & Cleansing Services - Performance Management Framework</p> <p>PL1807 Issue 1: Waste and Cleansing Performance Management Framework</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>	Low	<p>PL1807 1.3 Waste and Cleansing Policy</p> <p>Started</p>	<p>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.</p>	<p>Estimated Date: 27/12/2019</p> <p>Revised Date: 01/11/2020</p> <p>No of Revisions 1</p>	<p>Alison Coburn Andy Williams David Givan Gareth Barwell George Gaunt</p>

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