

# Notice of meeting and agenda

## Culture and Communities Committee

**10.00 am Tuesday, 16th November, 2021**

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the webcast live on the Council's website. Attendance may also be in person, but this will be limited in order to maintain a minimum of 1-metre distancing in the public gallery and access cannot therefore be guaranteed.

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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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Tel: 0131 529 6160 / 0131 529 4085

### 1. Order of Business

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

## 2. Declaration of Interests

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

## 3. Deputations

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- 3.1 If any

## 4. Minutes

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- 4.1 Minute of Culture and Communities Committee of 14 September 2021 – submitted for approval as a correct record 7 - 12

## 5. Forward Planning

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- 5.1 Work Programme 13 - 14
- 5.2 Rolling Actions Log 15 - 32

## 6. Business Bulletin

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- 6.1 Business Bulletin 33 - 60

## 7. Presentations

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- 7.1 Underbelly Verbal Report

## 8. Executive Decisions

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- 8.1 Fields in Trust Protected Public Parks and Green Spaces - Report by the Executive Director of Place 61 - 66
- 8.2 Capital Theatres Company Performance Report 2020/21 - Report by the Executive Director of Place 67 - 72

|            |   |          |
|------------|---|----------|
| <b>8.3</b> | Physical Activity and Sport Strategy – Planning Ahead - Report by the Interim Director of Education and Children’s Services | 73 - 76  |
| <b>8.4</b> | Public Realm CCTV Update - Report by the Interim Director of Education and Children’s Services                              | 77 - 86  |
| <b>8.5</b> | Community Centres (update) - report by the Interim Executive Director of Education and Children’s Services                  | 87 - 92  |
| <b>8.6</b> | Cemetery Strategy - Report by the Executive Director of Place   | 93 - 110 |

## **9. Routine Decisions**

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|            |   |           |
|------------|---|-----------|
| <b>9.1</b> | Update on the Cultural Strategy Diversity Programme - Report by the Executive Director of Place   | 111 - 122 |
| <b>9.2</b> | Participatory Budgeting: Progress Update – referral from the Finance and Resources Committee - Report by the Executive Director of Corporate Services   | 123 - 134 |
| <b>9.3</b> | Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 – referral from the Governance, Risk and Best Value Committee - Report by the Executive Director of Corporate Services | 135 - 212 |

## **10. Motions**

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None.

**Nick Smith**

Service Director, Legal and Assurance

## **Committee Members**

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Councillor Donald Wilson (Convener), Councillor Amy McNeese-Mechan (Vice-Convener), Councillor Mark Brown, Councillor Phil Doggart, Councillor Karen Doran, Councillor Max Mitchell, Councillor Hal Osler, Councillor Alex Staniforth, Councillor Ethan Young, Councillor Chas Booth and Councillor Catherine Fullerton.

## **Information about the Culture and Communities Committee**

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The Culture and Communities Committee consists of 11 Councillors and is appointed by the City of Edinburgh Council. This meeting of the Culture and Communities Committee is being held in the Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh and remotely by Microsoft Teams.

## **Further information**

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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](mailto:natalie.le.couteur@edinburgh.gov.uk) / [blair.ritchie@edinburgh.gov.uk](mailto:blair.ritchie@edinburgh.gov.uk).

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to <https://democracy.edinburgh.gov.uk/>.

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# Minutes

## Culture and Communities Committee

10.00am, Tuesday 14 September 2021

### Present:-

Councillors Wilson (Convener), McNeese-Mechan (Vice-Convenor), Booth, Brown, Doran, Key, McLellan (substituting for Councillor Doggart), Mitchell, Osler, Staniforth and Ethan Young

### 1. Minutes

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#### Decision

To approve the minute of the Culture and Communities Committee of 15 June 2021 as a correct record.

### 2. Work Programme

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#### Decision

To note the work programme of the Culture and Communities Committee of 14 September 2021.

### 3. Rolling Actions Log

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The Culture and Communities Committee Rolling Actions Log was presented.

#### Decision

- 1) To agree to close the following action:  
**Action 21 (2) – Locality Improvement Plans**
- 2) To circulate responses to Committee in respect of **Action 8 (2) - City Centre Hostile Vehicle Mitigation Measures Update Report**.
- 3) To note that there had been ongoing dialogue with the police and other bodies about the strategy, to address hostile vehicle mitigation measures and include this in the Business bulletin for the next meeting of the Committee.
- 4) To provide an update in the Business Bulletin for Committee on 16 November 2021 on discussions which were underway concerning possible replacements for the hostile vehicle mitigation barriers which were in situ on the Royal Mile.

- 5) 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 14 September 2021, submitted.)

#### 4. Business Bulletin

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The Culture and Communities business bulletin was presented.

##### Decision

- 1) To note the business bulletin.
- 2) To thank the teams from across the Council, for the work that they carried out in relation to the Tour of Britain, which was a great success.
- 3) To note the extensive work of Claire Miller, the Public Safety Team and all those involved in Festivals and Events and to thank them for their work in helping with the Return of the Summer Festivals.
- 4) To agree that the Wellbeing booklist was promoted on Twitter.

(Reference – Culture and Communities Committee Business Bulletin 14 September 2021, submitted.)

#### 5. Presentation on Thriving Green Spaces

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David Jamieson (Parks, Greenspace and Cemeteries Manager) gave a presentation on Thriving Green Spaces. He outlined the following themes on the Thriving Green Space Project:

- **The Project**
  - Award of funding of £899,500
  - Aim of Future Parks Accelerator programme
  - Agreement to extend programme till March 2022
  - The project was being delivered by a partnership
  - Councillor McNeese-Mechan was project champion
- **Twofold Vision and Strategy**
  - Citywide vision for Edinburgh's green and blue spaces
  - Council Parks Greenspaces Strategy and Action Plan
  - Vision and strategy would deliver green spaces that were at the heart of the city and help create an Edinburgh that was an exemplary city for wellbeing, quality of life, heritage and quality of green space.
  - Green spaces that were connected, thriving, valued and resourced – four themes that had emerged from work carried out so far.
- **Connected**

- Greenspaces that thread their way through the city, connecting communities and nature
- **Thriving**
  - Green spaces that were thriving green spaces, that reflected the diversity, values and interests of local communities that were vital to health and wellbeing
- **Valued**
  - Green spaces that were valued and celebrated for their cultural and natural heritage
- **Resourced**
  - Green spaces that were resourced sustainably with a committed and resilient workforce working in partnership with residents, organisations and businesses
- **Funding Model**
  - Expenditure
  - Funding target
  - Income
- **Next Steps**
  - Work to complete all work streams to continue until 31 March 2022
  - Report to Culture and Communities Committee on 1 February 2022
  - Project completion - 31 March 2022

## **Decision**

- 1) To note the presentation.
- 2) To note the breadth of issues in relation to green spaces, such as antisocial behaviour and for the Parks and Green Space Manager to have discussions with the Green Team to address this.
- 3) To note the existing joint working between planning and parks and greenspace, and the mutual will which existed to build on this collaboration.
- 4) To agree that small green spaces were given specific reference within the Public Spaces Strategy which would be presented to the Culture and Communities Committee in February 2022.
- 5) To consider access requirements to public conveniences out with café opening hours in parks.

## **6. Use of Public Spaces for Events and Filming**

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The recommended key principles for the use of public open space for events and filming in Edinburgh were presented and it was proposed that these be progressed to public consultation.

Background information was provided on the work of stakeholders on the working group which had convened during April 2021 to August 2021 and its sub-groups in developing these key principles.

### **Decision**

- 1) To approve the recommended key principles on the Use of Public Spaces for Events and Filming (as set out in Appendix 2 of the report by the Executive Director of Space) for public consultation.
- 2) To note that, following the public consultation and analysis of the response, finalised principles and associated guidelines would be submitted to Committee for approval by Summer 2022.
- 3) To thank the 50 stakeholder groups and all parties involved in the working group activity during Summer 2021.
- 4) To agree that the report which returned to committee following the consultation articulated the impact on residents and discharged the motions which had been brought to full Council:
  - Council Approved Motion – 19 September 2019 Greening the Fringe (Originally submitted by Councillor Rae):
  - Summertime Streets Programme Motion- 22 August 2010 (originally submitted by Councillor Mowat)
  - Amplification of Noise in Public Spaces Motion - 22 August 2010 (originally submitted by Councillor Neil Ross)
  - Events and Attractions in Parks Motion – 22 November 2018 (originally submitted by Councillor Miller)
  - Princes Street Gardens Christmas Market Motion – 22 November 2018 (originally submitted by Councillor Doggart)

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

## **7. Edinburgh's Sixth Makar**

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The background to the civic appointment of the Edinburgh Makar was presented. It noted the achievements of the outgoing Fifth Makar, Alan Spence, whose term of office came to an end on 30 September 2021 and asked Committee to acknowledge those achievements. Hannah Lavery had been nominated as the Sixth Edinburgh Makar, to take up the post from 1 October 2021. Committee was asked to approve her appointment.

### **Decision**

- 1) To agree to acknowledge Alan Spence's achievements as Edinburgh Makar over his extended term from 2017 to 2021, and to extend Committee's thanks and best wishes for the future;
- 2) To approve the appointment of Hannah Lavery as the Sixth Edinburgh Makar, from October 2021 to September 2024.

- 3) To thank the previous Makar for the work he had done for the City and to wish him well for the future.

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

## **8. Europe for Festivals, Festivals for Europe Seal for Festival Cities and Regions**

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The 'Europe for Festivals, Festivals for Europe' (EFFE) Seal for Festival Cities was an initiative by the European Festivals Association developed in partnership with several European festival communities. The report by the Executive Director of Place set out the principles of the Seal and sought approval from Committee for Edinburgh to become a founding member.

### **Decision**

- 1) To approve Edinburgh's founding membership of the new 'Europe for Festivals, Festivals for Europe' (EFFE) Seal for Festival Cities.
- 2) That the Executive Director for Place provide a report at a future meeting of the Committee on the benefits and achievements of Europe for Festivals for Europe.

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

## **9. Appointments to Working Groups 2020/2021**

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The Culture and Communities Committee was required to appoint the membership of its Working Groups for 2021/22. The proposed membership, structures and remits of each Working Group were detailed in Appendices 1 to 3 of the report by the Executive Director of Corporate Services.

### **Decision**

To consider the re-appointment of members to Working Groups as set out in Appendices 1 to 3 of the report.

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

## **10. Revenue Monitoring Update – 2020/2021 Provisional out-turn and 2021/2022 Month three position**

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The report set out the provisional out-turn for the 2020/2021 financial year and the 2021/2022 projected month three revenue monitoring position for Place Directorate services which were under the remit of this Executive Committee. This was based on the unaudited annual accounts for 2020/2021 in respect of the provisional out-turn and for the month three forecast, an analysis of actual expenditure and income to the end of June 2021 with expenditure and income projections for the remainder of the 2021/2022 financial year.

### **Decision**

- 1) To note that the overall Place provisional revenue out-turn for 2020/2021 was a £31.660m overspend including costs attributable to Covid-19 and £0.531m when Covid-19 net costs were excluded. Services within the remit of the Committee

delivered provisional out-turn underspends in 2020/2021 of £1.820m excluding Covid-19 impacts and £2.498m over including Covid-19.

- 2) To note that the overall Place revenue budget month three position for the 2021/2022 financial year was a projected £1.592m overspend (excluding Covid 19 impact). Services within the remit of the Committee were forecasting an overspend of £0.338m (excluding Covid-19 impact).
- 3) To note that General Fund Covid-19 costs of c. £13.5m in addition to pressure set out at paragraph 1.1.2 had been forecast for the overall Place Directorate at month three with circa £1.5m relating to services within the remit of the Committee.
- 4) To note that the Executive Director of Place was taking measures to address budget pressures and risks. Progress would be reported to Committee at agreed frequencies.

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

## **11. Motion By Hal Osler – Physical Activity**

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The following motion was submitted by Councillor Hal Osler in terms of Standing Order 17:

The Culture and Communities Committee agreed to note the following:

“No update has been received since November 2019 on any of:

- 1) Establishing a new Physical Activity and Sport Strategy;
- 2) The city-wide action plan for the Edinburgh Physical Activity Partnership;
- 3) A communication plan that celebrates the good practice that already exists across the city; and
- 4) The allocation of CEC officer time to support the Physical Activity Alliance Groups;
- 5) To note with concern, the lack of any progress on these important initiatives, acknowledging some delay due to COVID19;
- 6) To request a further report on each of the above to be provided within one cycle, identifying progress and a timeline to complete in each case.”

Seconded by Councillor Mitchell.

### **Decision**

To approve the motion.



# Work Programme

## Culture and Communities Committee 16 September 2021

|    | Title / description                                      | Purpose/Reason | Routine / Executive | Lead officer      | Directorate | Progress updates | Expected date |
|----|--|----------------|---------------------|-------------------|-------------|------------------|---------------|
| 1. | Easter Craiglockhart Hill LNR                            |                | Executive           | David Jamieson    | Place       |                  | February 2022 |
| 2. | Annual Review of Cemetery Tour Guide Registration scheme |                | Executive           | Robbie Beattie    | Place       |                  | February 2022 |
| 3. | Annual update on Million Trees                           |                |                     | David Jamieson    | Place       |                  | February 2022 |
| 4. | Park Management Rules                                    |                |                     | David Jamieson    | Place       |                  | February 2022 |
| 5. | Thriving Greenspaces Strategy                            |                |                     | David Jamieson    | Place       |                  | February 2022 |
| 6. | Third Party Cultural Grants                              |                |                     | Lindsay Robertson | Place       |                  | February 2022 |

|     |   |  |           |                   |       |  |               |
|-----|---|--|-----------|-------------------|-------|--|---------------|
| 7.  | Street Hockey/Skate Park                          |  |           | David Jamieson    | Place |  | February 2022 |
| 8.  | Summer Festivals 2021                             |  |           | David Waddell     | Place |  | February 2022 |
| 9.  | Dowies Mill Weir                                  |  | Executive | David Jamieson    | Place |  | February 2022 |
| 10. | City Centre Hostile Vehicle Mitigation Measures   |  | Executive | Claire Miller     | Place |  | April 2022    |
| 11. | Makars Court - Two Applications                   |  | Executive | Gillian Findlay   | Place |  | April 2022    |
| 12. | Sports Ground Certification                       |  | Executive | Claire Miller     | Place |  | April 2022    |
| 13. | City-Wide Culture Plan Update                     |  |           | Lindsay Robertson | Place |  | April 2022    |
| 14. | Capital Wellbeing: Museums and Galleries Redesign |  | Executive | Gillian Findlay   | Place |  | August 2022   |

# Rolling Actions Log

## Culture and Communities Committee

16 November 2021

| No | Date     | Report Title  | Action   | Action Owner                | Expected completion date | Comments   |
|----|----------|---|--|-----------------------------|--------------------------|--|
| 1. | 31.05.18 | City of Edinburgh Council - <a href="#">Fair Fringe and Fair Hospitality Charter Guidelines</a> | Calls for report on the Charter's efficacy to go to Culture and Communities Committee after August 2019.   | Executive Director of Place | November 2022            | 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. A survey was not run during the 2021 Fringe, therefore any survey would need to be undertaken during the 2022 Fringe. |
| 2. | 11.09.18 | <a href="#">Edinburgh People Survey – Culture Results</a>                                       | 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 | Executive Director of Place | June 2021                | <b>Recommended for closure</b><br><br>There are no upcoming plans for an Edinburgh People Survey at present. This action has been passed on to the Policy and Insight team to follow up as appropriate.  |

| No | Date     | Report Title   | Action   | Action Owner                | Expected completion date | Comments  |
|----|----------|--|--|-----------------------------|--------------------------|---|
|    |          |  | the remit of this Committee would be presented to Committee for review.  |                             |                          |   |
| 3. | 13.11.18 | <a href="#">King's Theatre Capital Redevelopment Update Report</a>   | An annual update report would be provided to members.  | Executive Director of Place | February 2022            | <b>An item will be provided for the 1 February 2022 Business Bulletin.</b>  |
| 4. | 18.06.19 | <a href="#">Citywide Culture Plan Update 2018/19</a>   | To note that a Culture Plan review update report would be presented in June 2020   | Executive Director of Place | February 2022            |   |
| 5. | 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.<br><br>Update was included in Business bulletin on 12 November 2019. |

| No | Date     | Report Title   | Action   | Action Owner  | Expected completion date | Comments   |
|----|----------|--|--|---|--------------------------|--|
| 6. | 12.12.17 | <a href="#">Open Library</a>   | That an update report be submitted to Committee in six months.   | Interim Executive Director of Education and Children's Services | March 2020               | <p>Education, Children and Families (EC&amp;F) Committee on 8 October 2019 agreed to transfer this outstanding action to Culture and Communities Committee.</p> <p><b>Update - 16 November 2021</b><br/>The Future Libraries proposals developed in December 2020 for CLT refer to the Open Library concept as being part of the new 20-minute neighbourhood library/hubs.</p> |
| 7. | 11.12.18 | <a href="#">Petition for Consideration - Edinburgh Central Library vs Virgin Hotel</a> | 1) Require a detailed report on Edinburgh Central Library as a flagship cultural project of national/international significance commensurate with existing professional advice to the Council and the Council's own reports. | Interim Executive Director of Education and Children's Services | November 2019            | <p>EC&amp;F Committee on 8 October 2019 agreed to transfer this outstanding action to Culture and Communities Committee.</p> <p><i>Central Library Future Development report tabled at Culture and Communities Committee 12th November 2019. Committee approved setting up a project team 'to explore the viability of developing an imaginative, accessible and</i></p>       |

| No | Date     | Report Title   | Action   | Action Owner                | Expected completion date | Comments  |
|----|----------|--|--|-----------------------------|--------------------------|---|
|    |          |  | 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>engaging future vision for the city's Central Library'.</i></p> <p><b>Update -16 November 2021</b></p> <p>Was dealt with by 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'. As a result of Covid the work of that project team was suspended.</p> |
| 8. | 10-09-19 | <a href="#"><u>City Centre Hostile Vehicle Mitigation Measures Update Report</u></a> - report by the Executive Director of Place | <p>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.</p> <p>2) To agree that the Convener and Vice Convener would write to</p> | Executive Director of Place | April 2022               |   |

| No | Date | Report Title | Action  | Action Owner                | Expected completion date | Comments |
|----|------|--------------|---|-----------------------------|--------------------------|----------|
|    |      |              | <p>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 assets which were located in Edinburgh, may need to be</p> | Executive Director of Place |                          |          |

| No | Date     | Report Title  | Action  | Action Owner  | Expected completion date | Comments   |
|----|----------|---|---|---|--------------------------|--|
|    |          |   | reallocated in line with national policing priorities.  |   |                          |  |
| 9. | 10-09-19 | <a href="#">Transfer of Management of Secondary School Sports Facilities to Edinburgh Leisure</a> - referral report by the Education, Children and Families Committee | <p>1) Recommendations approved with the proviso that the report called for is brought back in the first instance to the Culture and Communities Committee.</p> <p>2) To ask that the report addressed:</p> <p>Access to facilities, recognising Edinburgh Leisure's requirement to balance the operational costs with its core purpose in making a positive difference to communities.</p> <p>The barriers to access including cost and</p> | Interim Executive Director of Education and Children's Services | April 2022               | <b><u>Update – September 2021</u></b><br>Since 2016, the Council has transferred the management of community access to secondary school sport facilities to Edinburgh Leisure. As reported to Culture and Communities Committee on 15 June 2021, 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 report stated that the transfers of the final two schools was likely to take place later this year but following further discussion Edinburgh Leisure have informed the Council that their preferred transfer date is now 1 April 2022. Council officers will continue to work with Edinburgh Leisure to complete |



| 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> |  |                          | the transfers as soon as possible and by 1 April 2022 at the latest.   |
| 10 | 10-09-19 | <a href="#"><u>Appointments to Working Groups</u></a><br>– 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.  | Executive Director of Corporate Services (previously owned by Chief Executive) | November 2021            | An update on the arrangements for Tourism and Hospitality Sector recovery is being prepared for Policy and Sustainability Committee on 30 November 2021. |
| 11 | 28.01.20 | <a href="#"><u>The Quaich Outline Business Case</u></a>                                  | 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  | April 2022               | 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> |                             |                          |  |
| 12 | 28.01.20 | <a href="#"><u>Development of a Public Space Management Plan</u></a> | <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</p>  | Executive Director of Place | September 2021           | <p><b>Recommended for closure</b></p> <p>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:</p> |

| No | Date | Report Title | Action   | Action Owner | Expected completion date | Comments  |
|----|------|--------------|--|--------------|--------------------------|---|
|    |      |              | <p>(PSMP) to be supported by 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"> <li>• Public Space Management Plan Key Principles and Guidelines</li> <li>• Area Conditions</li> <li>• Application process for Organisers</li> <li>• Community Engagement</li> </ul> <p>The link to the site is here:<br/> <a href="https://consultationhub.edinburgh.gov.uk/sfc/b24acf90">https://consultationhub.edinburgh.gov.uk/sfc/b24acf90</a></p> |

| No | Date     | Report Title  | Action   | Action Owner                | Expected completion date | Comments |
|----|----------|---|--|-----------------------------|--------------------------|----------|
| 13 | 17/11/20 | <a href="#"><u>Cemetery Tour Guide Operator Registration Scheme</u></a> | To agree to receive an update on progress.   | Executive Director of Place | February 2022            |          |
| 14 | 26/01/21 | <a href="#"><u>Thriving Green Spaces</u></a>                            | 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 | February 2022            |          |
| 15 | 26/01/21 | <a href="#"><u>Festivals and Events Core Programme 2021/22</u></a>      | <p>1) Will be kept updated on the status of events throughout the year through the Committee Business Bulletin.</p> <p>2) To note that there was ongoing dialogue for festivals and events and depending on circumstances, if there were any changes to the programme, these would be brought back to the Committee.</p> | Executive Director of Place | Ongoing                  |          |

| No | Date     | Report Title   | Action   | Action Owner   | Expected completion date | Comments |
|----|----------|--|--|--|--------------------------|----------|
|    |          |  | 3) To agree to provide an update to the Committee on the plan for funds for events which did not proceed.  |  |                          |          |
| 16 | 26/01/21 | <a href="#">Public Realm CCTV Update</a>   | 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            |          |
| 17 | 26/01/21 | <a href="#">Place Directorate – Revenue Monitoring 2020/21- Month Seven Position</a> | That the Executive Director of Place is taking measures to reduce budget pressures and progress will be reported to Committee at agreed frequencies. | Executive Director of Place  | Ongoing                  |          |
| 18 | 26/01/21 | <a href="#">Edinburgh Million Tree City</a>  | To receive annual updates on the project, including tree numbers and other monitoring data.  | Executive Director of Place  | February 2022            |          |

| No | Date     | Report Title   | Action   | Action Owner   | Expected completion date | Comments                       |
|----|----------|--|--|--|--------------------------|--------------------------------|
| 19 | 16/03/21 | <a href="#"><u>Public Spaces Management Plan – Collaborative Development</u></a> | 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.   | Executive Director of Place  | 14 September 2021        | <b>Recommended for Closure</b> |
| 20 | 16/03/21 | <a href="#"><u>Developing Trauma Informed Services</u></a>                       | 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               |                                |
| 21 | 16/03/21 | <a href="#"><u>Locality Improvement Plans</u></a>                                | 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. | Executive Director of Corporate Services (previously owned by Chief Executive)     |                          |                                |

| No | Date     | Report Title  | Action   | Action Owner  | Expected completion date | Comments  |
|----|----------|---|--|---|--------------------------|---|
| 22 | 15/06/21 | <a href="#">Business Bulletin</a>   | To circulate information to schools to advise parents about the availability of activities for school children during the summer school holidays.  | Interim Executive Director of Education and Children's Services | June 2021                | <b>Recommended for closure</b>  |
| 23 | 15/06/21 | <a href="#">Petitions for Consideration: Street Hockey and Skate Park</a> | To agree to request a report to determine the feasibility, need, coverage and location of skatepark and street hockey facilities.  | Executive Director of Place                                     | February 2022            |   |
| 24 | 15/06/21 | <a href="#">Parks and Greenspace Investment</a>                           | 1) To agree that the Executive Director of Place would provide updates to Committee on a six-monthly basis via the Business bulletin to provide regular updates to members on parks and greenspace investment. | Executive Director of Place                                     | Ongoing                  | An item is due to be included in the business bulletin in February 2022 |
|    |          |   | 2) To agree that the Executive Director of   | Executive Director of Place                                     | Ongoing                  |   |

| No | Date     | Report Title   | Action  | Action Owner                | Expected completion date | Comments |
|----|----------|--|---|-----------------------------|--------------------------|----------|
|    |          |  | Place, in future updates to committee, would set out the rationale for how future projects were identified, which projects were progressed, and which projects had to be de-prioritised.                  |                             |                          |          |
| 25 | 15/06/21 | <a href="#">Lauriston Farm, Edinburgh – Proposed Lease</a> | 1) To note that future reports of this nature concerning cultural of historical assets were presented initially to Culture and Communities Committee then referred onto the relevant Executive Committee. | Executive Director of Place | Ongoing                  |          |
|    |          |  | 2) To agree that an update would be submitted to committee on the success of the lease holder to ensure Committee had oversight of the activity underway on the Urban farm, which                         | Executive Director of Place | T.B.C.                   |          |



| No | Date     | Report Title  | Action  | Action Owner   | Expected completion date | Comments |
|----|----------|---|---|--|--------------------------|----------|
|    |          |   | formed part of the wider setting of Lauriston Castle.   |  |                          |          |
| 26 | 15/06/21 | <a href="#">Anti-Social Behaviour Motion Report</a> | To request the Head of Safer and Stronger Communities and Chief Social Work Officer to provide an update report before the end of 2021 confirming adherence to the new procedure.   | Report by Head of Safer and Stronger Communities and Chief Social Work Officer | February 2022            |          |
| 27 | 14/09/21 | <a href="#">Rolling Actions Log</a>                 | To circulate responses to Committee in respect of <b>Action 8 (2)</b> - City Centre Hostile Vehicle Mitigation Measures Update Report   | Convenor of Culture and Communities Committee                                  | 16 November 2021         |          |
| 28 | 14/09/21 | <a href="#">Rolling Actions Log</a>                 | To provide an update in the Business Bulletin for Committee on 16 November 2021 on discussions which were underway concerning possible replacements for the hostile vehicle mitigation barriers which were in situ on the Royal Mile. | Executive Director of Place  | 16 November 2021         |          |

| No | Date     | Report Title  | Action  | Action Owner                | Expected completion date | Comments |
|----|----------|---|---|-----------------------------|--------------------------|----------|
| 29 | 14/09/21 | <a href="#">Rolling Actions Log</a>                         | To agree that small green spaces were given specific reference within the Public Spaces Strategy which would be presented to the Culture and Communities Committee in February 2022.  | Executive Director of Place | February 2022            |          |
| 30 | 14/09/21 | <a href="#">Use of Public Spaces for Events and Filming</a> | <p>To agree that the report which returned to committee following the consultation articulated the impact on residents and discharged the motions which had been brought to full Council:</p> <ul style="list-style-type: none"> <li>• Council Approved Motion – 19 September 2019 Greening the Fringe (Originally submitted by Councillor Rae):</li> <li>• Summertime Streets Programme Motion- 22 August 2010 (originally submitted by Councillor Mowat)</li> <li>• Amplification of Noise in Public Spaces Motion - 22 August 2010 (originally submitted by Councillor Neil Ross)</li> </ul> | Executive Director of Place | November 2022            |          |

| No | Date     | Report Title | Action  | Action Owner                | Expected completion date | Comments   |
|----|----------|--------------|---|-----------------------------|--------------------------|--|
|    |          |              | <ul style="list-style-type: none"> <li>• Events and Attractions in Parks Motion – 22 November 2018 (originally submitted by Councillor Miller)</li> <li>• Princes Street Gardens Christmas Market Motion – 22 November 2018 (originally submitted by Councillor Doggart)</li> </ul> |                             |                          |  |
| 31 | 14/09/21 |              | To agree that the Executive Director for Place provides a report at a future meeting of the committee on the benefits and achievements of Europe for Festivals, Festivals for Europe  | Executive Director of Place | End 2023                 | A report will be submitted after the first year – formal signing takes place in May 2022 |

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# Latest News

Culture and Communities Committee  
10.00am, Tuesday 16 November 2021



## Community Event at Royston Wardieburn Community Centre

On Thursday 7 October, 45 local people attended a heart-warming community event at Royston Wardieburn Community Centre. A celebration of the re-opening of the centre, the hard work the Time for Change Project did on the centre's garden, and a special tree planting ceremony for all past, present and future local activists including Roberta Blaikie.



Mizan, (chair of the Management Committee), welcomed and introduced the event including the Nevis Ensemble Orchestra, a Festival Favour from the Edinburgh International Festival. They gave a fantastic performance, enjoyed immensely by everyone.

Outdoors, Dave Pickering (North Edinburgh News), led the tree ceremony and tributes in memory of Roberta and all past, present and future activists from North Edinburgh. A cherry blossom tree is now at the front of the centre with two beautiful benches made by folk at The Community Shed. Further words and poems were spoken by Jane Jones, Linda Garcia, Mary Mbae, Lydia Markham and Lynn McCabe. Wee ones and bigger ones added a trowel of soil to the tree hole.

A really positive day and heartening to see so many people together in the centre again for a community event; having tea and scones, meeting up to connect, chat and remember.



Comments from Roberta's daughter Donna:

*"A beautiful tree ceremony for my Mum yesterday at Royston Wardieburn Community Centre. I would like to thank everyone who put this together and for all who attended. My mum was an amazing inspirational woman and the tree represents past, present and future activists. The performance from Nevis Ensemble was absolutely amazing and thanks to the Edinburgh International Festival for arranging them to play."*

Huge thanks to Roberta's family and friends, Spring Chickens, Time for Change, the Centre's Management Committee, and local people who came along.



## Jack Kane Community Centre – CLD Standards Mark Approval

Our Schools and Lifelong Learning Department, and one its partners, has received some great news.

For many years the City of Edinburgh Council alongside the Jack Kane Community Centre have been working to hone volunteering experiences for young people. Listening and acting on their volunteering stories enabled a successful 3-year funding award to be secured through BBC Children in Need. From this and after lots of hard work, the centre and our work has been recognised for its quality of providing educational experiences which are viewed as being of a high standard. It was acknowledged that the core principles and values of CLD competencies are embedded in the work which we carry out with young volunteers and for other work across the centre.

Achieving this standards mark during the pandemic has been challenging, and it is a testimony to the commitment and drive from staff and partners that we have continued to provide wonderful educational volunteering opportunities to the young people and in that time have had more of a positive impact on the wider learning community. It is believed that the Jack Kane Community Centre is the first community centre in Edinburgh, and Scotland, to gain the CLD standards mark.





The official launch of the Edinburgh Million Trees Project took place in Lauriston Castle Gardens on 13 October. The event featured the Lord Provost planting a ginkgo tree at a specially selected site in the gardens, assisted by Donald Wilson, Convener of Culture and Communities Committee. Members of the project forum were invited including representatives from Edinburgh and Lothian Greenspace Trust, Woodland Trust and Nature Scot. Friends of Lauriston Gardens conducted a tour of the gardens and planted two further ginkgo trees in specially selected locations in the Japanese garden. The ginkgo trees were grown from seed taken from a surviving ginkgo tree from Hiroshima, Japan.

During the launch week and marking a start to the 2021/22 winter planting season, a Wee Forest was planted in West Pilton Park. This was arranged in partnership with the Edinburgh and Lothians Greenspace Trust and funded by *Nature Scot*. A further Nature Scot Wee Forest is planned for Peacocktail Close Park, Craigmillar, and five Earthwatch UK funded Wee Forests are currently progressing for East Pilton Park, Granton Crescent Park, Gyle Park, Mount Vernon greenspace, and Hailes Quarry Park. A Wee Forest is small area of densely packed, fast growing native trees aimed at halting the loss of local biodiversity in urban areas, decreasing the impacts of climate change and increasing the frequency of nature in urban areas for people to enjoy and appreciate.



There was additional community tree planting by The Conservation Volunteers and the local primary school at Redwood Park, Colinton Mains. The park is adjacent to the school and a mix of native woodland species was selected to enhance biodiversity, create habitats, and fruit and nut food sources for wildlife as well as provide a quality recreational greenspace for the local

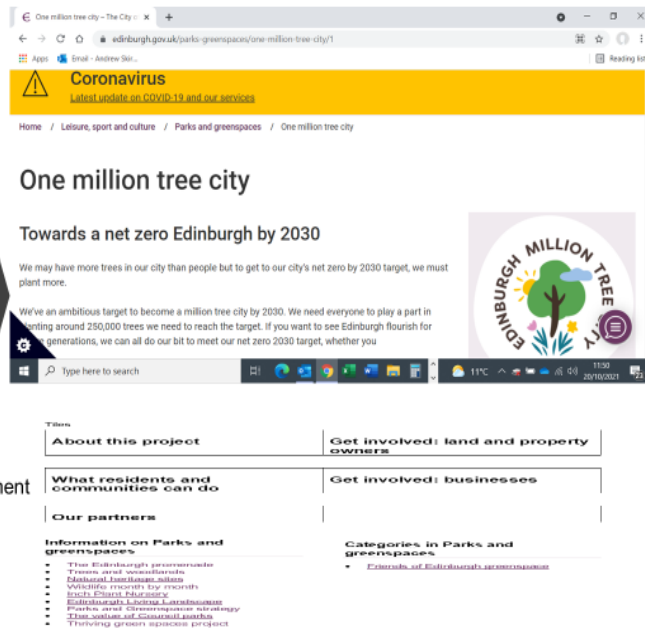
community to enjoy and help improve their health and well-being.



The Edinburgh Million Trees City Web page has been created and will be further developed to provide link to information on how residents, land and property owners and businesses can get involved and support the project.

Edinburgh  
Million  
Trees City  
Web page

Further development  
>>>>>>>>>>>>



The **Tree Time Edinburgh** initiative set up in partnership with Edinburgh and Lothian Greenspace Trust and the Woodland Trust aims to raise public and corporate support for planting trees. A range of packages are available for people to adopt an existing tree or plant a new tree. [Website: tree-time.com](http://tree-time.com), [Email treetime@elgt.org.uk](mailto:treetime@elgt.org.uk).

## 2021 Parks Quality Assessment (PQA) Results

Using Green Flag Award methodology, the Parks and Greenspace Service assesses the quality of all our public parks each summer. Due to the Covid pandemic, assessments in 2020 were cancelled, recommencing in 2021, with 141 parks being assessed in total. Comparison of year-on-year results are normally used to measure changes in quality, but with no 2020 results, officers have had to use the 2019 figures for this. Examining trends and continuous improvements across parks we would expect an uplift in scores each year. However, Covid disruption to maintenance operations and infrastructure or facility improvements has meant any increases are consistent with



a one year jump not two.

Overall, parks quality continues to improve, with the average parks quality score now sitting at 69 out of 100, rising one point from 2019. The average Park Quality Score increased four points across North East Edinburgh to 68 and one point across North West Edinburgh to 67. South East and South West Edinburgh average scores remained static but South East Edinburgh retains the highest average score of 71, closely followed by South West Edinburgh with 70. Areas of improvement since 2019 include equal access, dog fouling, litter management, horticultural maintenance, arboricultural maintenance and biodiversity. The conservation of landscape and buildings were judged to be poorer than in previous years.

94% of parks now meet the Council's minimum quality standard, leaving only eight sites across the city to be brought up to this mark. Of the 141 parks assessed, Edinburgh has six (4%) at Grade A; 59 (42%) at Grade B; 68 (48%) at Grade C; eight (6%) at Grade D; and no Grade E parks. Compared to those previously assessed, 25 improved a grade, 10 dropped a grade whilst 106 retained their quality status.

The city's "top five" scoring parks in 2021 are:

1. Starbank Park
2. Easter Craiglockhart Hill Local Nature Reserve
3. Pentland Hills Regional Park
4. Seven Acre Park
5. Figgate Park

Notably, all have a very active Park Friends Group.

It was pleasing to note that the two parks judged in 2019 as Grade E have improved to Grade D, joining six others that will be targeted for attention along with Dovecot Park and Coates Crescent, which saw their quality score drop the most.

A copy of the Park Quality Assessments for 2021 can be found [here](#).

## Nature Restoration Fund

Scottish Government and Local Authority Leaders have reached an agreement on the proportion of allocation of the newly established Nature Restoration Fund (NRF) to Scottish Local Authorities. The purpose of the NRF is to support actions that help nature recover across Scotland.

"Making Space for Nature" is that element of the NRF that focuses on urban nature-based solutions for biodiversity and climate change. The City of Edinburgh has been allocated £264,000 of the £5 million of capital funding to be spent in 2021-22 by local authorities to support new, or to enhance existing approaches to restoring biodiversity. Officers are presently identifying suitable capital projects that meet the fund criteria, including enhancement of woodland, wetland and wildflower grassland ecosystems across the Council's green space estate.

Additional funding from the competitive element of the Nature Restoration Fund was secured for Edinburgh in partnership with members of the Edinburgh Living Landscape Board. Specifically, £30,100 in partnership with the University of Edinburgh for the "DaisyChain: a coastal meadow network for Edinburgh urban pollinators" and £114,767 in partnership with the Edinburgh and Lothians Greenspace Trust for habitat enrichment at Cammo Park, Craigmillar Castle Park and a

section alongside the Tramway between Balgreen and Edinburgh Park.

## Renewal of Play Parks

The Scottish Government is to allocate £60 million to renew play parks across Scotland, so that all children have access to quality play in their own community. For 2021-22, initial funding of £5 million capital funding has been distributed between the 32 local authorities based on a funding model of 95% on population and 5% on rurality. The City of Edinburgh has been allocated £414,000 of this initial sum and officers are presently identifying the most suitable play improvements that meet the funding criteria. The funding profile of the remaining £55 million across the remainder of the Parliamentary term is being considered and we will be informed of any decision when this is agreed.

## Christmas Lights

Our Community Christmas Lights Switch on Ceremonies return this year to bring some festive cheer to the city. The schedule can be found on the Council Website - [www.edinburgh.gov.uk/christmaslights](http://www.edinburgh.gov.uk/christmaslights)

We have also been able to support the new Royal Hospital for Children and Young People by installing their gifted 6m Christmas tree outside the front entrance. We will also be installing giant light up reindeer which can be seen from the children's intensive care unit.

## City Centre Hostile Vehicle Mitigation (HVM) Update

The UK terrorist threat level is currently "substantial" which means an attack is "likely".

The Council's counter-terrorism lead officer received a letter from the National Vehicle Threat Mitigation Unit earlier this year intimating that hire charges will start to be levied on the Council for the National Barrier Asset remaining in the City from June 2022.

The city centre HVM working group met last month, led by public safety, and consisting of officers from a variety of council teams including resilience, roads, planning and procurement as well as a representative from Police Scotland's Counter Terrorism Security Advisor team. Actions agreed at the last meeting include;

- investigating options to augment current temporary assets with rated alternatives;
- identifying potential funding streams; and
- formulating a refreshed city centre plan for permanent fixtures to ensure we are considering the latest technology available whilst also aligning with the council's latest public realm plans.

This work is continuing and the group aims to set up a briefing and/or presentation for key senior officers and elected members for early 2022

## Edinburgh Multicultural Festival 2021

Supported by the City of Edinburgh Council, the 2021 [Edinburgh Multicultural Festival](#) LIVE! Programme edition was hosted on 1, 2 and 3 October 2021 at Granton:hub, PASS Theatre (Edinburgh College) and Starbank Park (Newhaven). This year's festival offered creative writing and visual literacy workshops, poetry, dance and new work showcase events as well as intimate and outdoor music experiences curated with audiences across age groups, backgrounds and identities. The festival featured 35 independent visual and performance artists and a further 10 bands, including Dance artists TuFlamenco duo Inma Montero and Danielo Olivera, Anu Joseph, Divine Tasinda and the Ubuntu Vibes Dancers; Musicians and Music acts: Oli Jan, Diljeet Bhachu, Davie Luhanga aka Street Rat, Lone Bear Duo, The Spinning Blowfish, Jit Jive Duo Motown Brothers – Wayne and Morgan, DopeSickFly, Mio Shudo, Alec Cooper and Mike Black, Roo Geddes, Africa Sound Ensemble, Mother All Mighty, Lone Bear Trio and Shona the Musical Choir; Poets Rumana Sayed, Roshni Gallagher, Sanjay Lago, Esra Hussain, Timothy Carlsen, Jeehan Ashercook, and Safeera Ahmed, as well as Storytellers Joan Hephzibah and Ebony Pollard; and Visual Artists Jose Luis Cote, Harry Mould, Magdalena Adamow and Kate Soltan.

Playwright and actress Catherine Bisset and Fronteiras Theatre Lab in collaboration with The Colonial-Era Caribbean Theatre and Opera Network (*CECTON*), stand-up comedian Lubna Kerr, and poet Sean Wai Keung in collaboration with filmmaker Jinling Wu shared their work in development by presenting extracts from stories and scripts addressing lived experiences of post-colonialism, racism and prejudice supported by the City of Edinburgh Council's Diversity and Inclusion: Collaboration, Research and Development Fund 2020/21.

The Edinburgh Multicultural Festival also hosted its 'It Comes Down to People' AV Story campaign featuring eight local artists: Tony Mills, Harry Mould, Jose Luis Cote, Lubna Kerr, Mio Shudo, Morgan Njobo, Jinling Wu and Sandino Borges Leiato. The stories were filmed and edited by Jinling Wu; portraits were taken by Kate Soltan. The stories are available at [Edinburgh Multicultural Festival YouTube Channel](#). A summary report of the event is attached to this Bulletin.

## Story Valley – First Meeting Hosted by Edinburgh

From 27 – 29 October, Edinburgh held the first meeting of a unique European partnership group, [The Story Valley](#) initiative, to coincide with the [Scottish International Storytelling Festival](#) and the 250th anniversary of the birth of [Sir Walter Scott](#). The City of Edinburgh Council, together with Edinburgh College, welcomed Story Valley partners from three other European [UNESCO Cities of Literature](#) – [Leeuwarden, in the Netherlands](#), [Ljubljana, Slovenia's Capital](#) and [Nottingham, UK](#) – as the group came together to create new policy ideas. This is part of its manifesto to use storytelling to improve literacy skills, while preserving and enriching cultural heritage through collaboration.

As part of the visit, the programme has brought together the city's literary sector and cultural partners - Edinburgh UNESCO City of Literature, Scottish Poetry Library, Edinburgh International Book Festival (EIBF) and Scottish Storytelling Centre – and showcased the exciting work and projects taking place in Edinburgh. During the three-day programme Story Valley partners visited Edinburgh College to see the project in action, share best practice and explore potential collaborations, visited the Scottish International Storytelling Festival and spoke to representatives

from innovative projects happening across the city. These included: [Super Power Agency](#), a creative writing programme, using writing for confidence building amongst hard to reach 8-18 year olds in Edinburgh; the [Creative Words for Well-being](#) project by the Scottish Poetry Library; [Street Reads Library](#), a safe space connecting homeless people with books; and the [Digital Storytelling](#) project by the Scottish Book Trust. The programme was topped off by a light display as the [Granton Gasholder](#), recently brought to life in partnership with Edinburgh College, as part of the [£1.3billion Granton Waterfront project](#), was lit up in Story Valley colours.

Further details can be found at: <https://cultureedinburgh.com/culture-partners/story-valley> and <https://www.storyvalleyacademy.com/>



## Tour of Britain 2021

Edinburgh hosted the finale to stage 7 of the [AJ Bell Tour of Britain](#) on Saturday 11 September. The riders arrived into the city in the afternoon sunshine in front of large crowds having left Hawick earlier that morning. Against the backdrop of Arthur's Seat and Holyrood Park, a three-man break away raced to the finish with Yves Lampaert of Deceuninck-Quickstep taking the stage victory, reaching the line a couple of minutes ahead of the peloton. This is the third occasion in recent years that Edinburgh has hosted the Tour of Britain and marks a successful repeat partnership between the Council and Britain's premier road race. Photos from stage 7 can be viewed [here](#); highlights can be viewed [here](#).



*Photo Credit: SWpix*



## Tynecastle Delivers on Cycle Training



The Tynecastle Active School's Co-ordinator, Ricky Karoyan, has been busy working with cluster P7 pupils, delivering the Cycling Scotland Programme: Bikeability Scotland Level 2. Being supported by Mark Symonds, Active Travel Co-ordinator, two P7 Craiglockhart schools classes and two Balgreen Primary School classes have completed their Level 2 receiving their certificate and badges, and have left with more on road cycling experience and knowledge to keep them safer in the future. Dalry Primary School and Stenhouse Primary School will be next to receive their training this academic year, then work will begin with the P6 and P5 classes retrospectively.

Despite the pandemic over 30 primary schools received cycle training last year, a feat which the Active Schools team aims to build on in 2021/22.

## Edinburgh's Community Sports Hubs (SCH) Using Sport and Activity to Intentionally Bring About Positive Changes for People

As a partnership, Meggetland Community Sport Hub, Edinburgh Young Carers and Edinburgh Schools Kayak Club recognised that there is always a clear need for physical activity opportunities for young carers over the summer period. This has only been heightened because of the strain on resources the last year has brought.

The project gave just under 100 young carers the opportunity to kayak, paddleboard (and sometimes swim!) along the Union Canal. For many, this was an introduction to outdoor watersports and for some, their first chance to meet other young carers of similar age. Participants reported an increase in their confidence and how being on the water positively affected their mood for the day.

EDINBURGH  
**YOUNG  
CARERS**



## Usher Hall Events

### *Forthcoming events:*

Average White Band – Wednesday 10 November

Tim Peake: My Journey To Space – Thursday 11 November



RSNO Schönwandt Conducts Scheherazade – Friday 12 November

Seasick Steve – Saturday 13 November

Jason Donovan - 'Even More Good Reasons' – Sunday 14 November

Marillion - The Light At The End Of The Tunnel – Monday 15 November

RSNO Søndergård Conducts Sibelius Two – Friday 19 November

The Australian Pink Floyd – Saturday 20 November

Glass Animals – Monday 22 November

UB40 2021 – Wednesday 24 November

RSNO Kim Plays Brahms Piano Concerto No1 – Friday 26 November

Idlewild – Saturday 27 November



BBC Scottish Symphony Orchestra Beethoven's Violin Concerto – Sunday 28 November

The Libertines – Wednesday 1 December

The Muppet Christmas Carol - Film with Live Orchestra – Thursday 2 December

RSNO Chan Conducts The Nutcracker – Friday 3 December

Children's Classic Concerts and the Royal Scottish National Orchestra - Santa's Postbox – Sunday 5 December

Love Actually In Concert - Film With Live Orchestra – Monday 6 December

Deacon Blue – Wednesday 8 December

Christmas with Il Divo – Sunday 12 December

Enter Shikari – Monday 13 December

Bootleg Beatles – Tuesday 14 December



SCO: Benedetti Plays Mozart – Thursday 16 December

Del Amitri – Friday 17 December

Sir Ranulph Fiennes: Living Dangerously – Saturday 18 December

RSNO Christmas Concert featuring The Snowman – Sunday 19 December

Skipinnish – Wednesday 29 December

Scottish Fiddle Orchestra - Hogmanay Celebration – Thursday 30 December

For full details of these and future events please visit the website – [here](#).

## Edinburgh Slavery and Colonialism Legacy Review

The independent Edinburgh Slavery and Colonialism Review Group met for the fourth time 24 August 2021.

Between the June and August meetings, a small working party of both Review and Advisory Group members met to continue to refine the list of features in scope and to draft contextual information for public presentation.

The August meeting discussed the outcome of the working group discussions, the proposals emerging for headline recommendations on potential future action and feedback from organisations which manage or own some of the features. The feedback was overwhelmingly positive with many welcoming the opportunity to help profile the city's work on this and confirming their support for it. The Review Group also welcomed confirmation of intern support from the University of Edinburgh to carry out and/or collate research on features of shared interest.

The online consultation survey went live on [date to be added] and will run on the Consultation Hub for 12 weeks. This is being supported by a Communications plan and web pages to provide information about the background and aims of the review.

In addition, a schools' engagement plan has been developed (focused on P5-S6 pupils) and a series of discussion sessions with target community groups and schools will take place through the Autumn/Winter period.

## Big Scottish Story Ripple

Museums and Galleries Learning and Public Programme Manager, Margaret Findlay, has been working with the Scottish Storytelling Centre on the Big Scottish Story Ripple to deliver digital



storytelling sessions inspired by our venues Lauriston Castle and the Museum of Childhood on the theme of Christmas. The sessions will be streaming live on the Lauriston Castle Facebook page @lauristoncastleedinburgh.

The Scottish Storytelling Centre are funding the sessions but we need to pay back a good deed in return, and we have arranged for Sainsbury's to deliver £100 of treats (absorbed by them) to North Edinburgh Arts for the kids that attend (Christmas treats and some healthier snacks).

## Reflections: The Light and Life of John Henry Lorimer

Step back in time to a world of Victorian and Edwardian elegance with the City Art Centre's new exhibition which features the work of John Henry Lorimer (1856-1936). It is the first ever exhibition of Lorimer's work, and encompasses his paintings, drawings, watercolours, furniture and personal effects. Over 50 works are being assembled from collections across the UK and France.

Lorimer's paintings are bound to lift our spirits across the winter months. Full of colour and light, they transport us into a world of style and sophistication. In 1878 the Lorimer family took a lease on Kellie Castle in Fife (now a property managed by The National Trust for Scotland), and over the years set about transforming what was a derelict ruin into a grand family home. Many of Lorimer's paintings were painted inside the castle rooms and feature members of his family.

A new publication and a varied events programme accompany this free exhibition. This exhibition is another example in a long line of recent displays which throw a spotlight on to some of Scotland's overlooked artists. Leave the dreich Scottish winter behind for an hour or two and be enthralled by this richly talented artist.



Credit: J H Lorimer, *The Flight of the Swallows*, 1906. City Art Centre, Edinburgh Museums and Galleries



## Where We Are...

Earlier this year, Museums and Galleries Edinburgh together with Edinburgh Young Carers, was selected as a Key Partner by the British Museum for their innovative new UK-wide youth programme, *Where We Are...*

We're working with a group of young adults aged 18-24 who have caring responsibilities, to create an artistic output based on their interests and perceptions of culture. So far they have been engaged in two sessions where we've discussed things that are important to them, created a collage, gone on a city walk and identified places in Edinburgh that are special to each member of the group. Over the coming weeks the young people will work with a creative practitioner to turn these ideas into an artistic output. The project is an opportunity for the young people to engage with their peers, to develop skills such as communication, team-work and problem solving, and to have fun! Watch this space for more information and to see the final result.



## Scottish Children's Parliament Year of Childhood

Curators of the Museum of Childhood, Susan Gardner and Lyn Stevens, have recorded a film for the Scottish Children's Parliament Year of Childhood programme. They discuss how children have been portrayed in books and how that may have impacted on the child reader. You can find out more about the Year of Childhood here [What's On - Children's Parliament \(childrensparliament.org.uk\)](https://www.childrensparliament.org.uk) and listen to the discussion in the video on this [page](#).

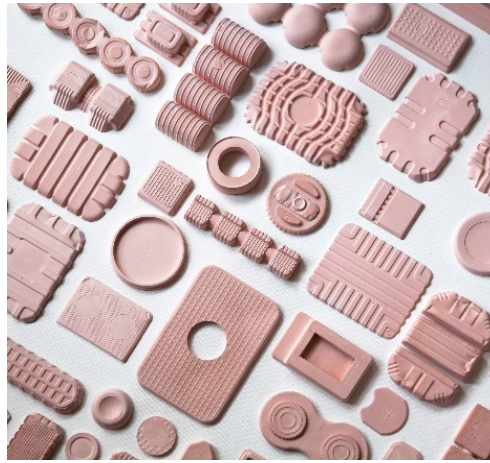
## Tapestry: Changing Concepts – City Art Centre, 13 November 2021 – 13 March 2022

This winter the City Art Centre presents a group exhibition featuring work by 19 contemporary artists associated with the former Tapestry Department at Edinburgh College of Art, either as graduates or lecturers. From the early 1960s to the 2000s the department was a hotbed of artistic invention. There was a strong emphasis on drawing, and all students learned to weave, yet at the same time were encouraged to explore different media to express their ideas. Tapestry was taught on an equal footing to the other fine art disciplines at the college and this ethos continued for almost 50 years, as the course gradually changed direction and eventually became Intermedia. Many of the alumni who originally trained in tapestry went on to develop a professional practice in an area which bore little or no relation to warp and weft.

*Tapestry: Changing Concepts* reflects the unconventional approach of the Tapestry Department. On display are drawings, installations and sculptures alongside works made of textile - all presented under the banner of tapestry. People often think of tapestry as a traditional artform, in terms of

technique, subject matter, or both. This exhibition aims to challenge this preconception and broaden the understanding of what a tapestry is or can be. Where it was once seen as a craft, it is now considered an artform in its own right, underpinned by ideas as much as technique. These works break with convention, looking to the future rather than the past. Artists include: Jo Barker, Archie Brennan (1931-2019), Gordon Brennan, Sara Brennan, Henny Burnett, Amanda Gizzi, Linda Green, Stephen Hunter, Fiona Hutchison, William Jefferies, Tessa Lynch, Fiona Mathison, Jo McDonald, Susan Mowatt, Ann Naustdal, Matteo Rosa, Cristina Sobrino, Joanne Soroka and Lesley Stothers.

Exhibition in partnership with STAR\* (Scottish Tapestry Artists Regrouped).



## City Art Centre Reveals Recent Acquisition

In October 2021 the City Art Centre opened a new exhibition showcasing artworks recently acquired for its fine art collection. *Incoming: New Acquisitions at the City Art Centre* presents fifty artworks by a range of historic and contemporary Scottish artists.

The exhibition includes paintings, drawings, prints, photographs and sculptures by artists such as Kate Downie, Rachel Maclean, Alison Watt, David Eustace, Peter Howson, Anthony Hatwell and Ian Hamilton Finlay. All of the artworks have been acquired within the last ten years, and many of them are being displayed at the City Art Centre for the very first time.

The City Art Centre's collection of fine art is recognised as nationally significant. Containing over 5,000 individual artworks, it traces the remarkable history of the visual arts in Scotland from the 17<sup>th</sup> century to present day. The collection continues to grow every year through purchases, donations and bequests. All purchases are made using the Jean F. Watson Bequest Fund, a fund established in the 1960s by Edinburgh resident Jean F. Watson. This bequest was created for the sole purpose of building an outstanding collection of Scottish art for the City of Edinburgh, and it remains key to developing the collection today. Additional funding is sought through external bodies such as the Art Fund and the National Fund for Acquisitions, as well as the Friends of the City Art Centre and Museums. Artworks also regularly enter the collection as donations or bequests. These are generously offered by artists, their estates, arts organisations and members of the public.

*Incoming: New Acquisitions at the City Art Centre* reveals the most recent additions to the collection, offering Edinburgh residents and visitors the chance to enjoy the city's art afresh. Featuring a wide variety of work by well-established artists and emerging talents, this new

exhibition has something for everyone. *Incoming: New Acquisitions at the City Art Centre* is scheduled to run until spring 2023. Admission is free. For visitor information see:

<https://www.edinburghmuseums.org.uk/whats-on/incoming-new-acquisitions-city-art-centre>



Credit: Kate Downie, *Conversations Part I*, 2005. © the artist

## Black History Month – October 2021: Museums and Galleries

Annually Learning and Programmes in Museums and Galleries Edinburgh work in partnership with CRER (The Coalition for Racial Equality and Rights) to host Edinburgh based lectures to mark Black History Month.

CRER has co-ordinated a uniquely Scottish Black History Month during October since 2001. This encompasses the history of African, Caribbean and Asian people in this country; people who often have a direct link with Scotland through slavery, colonialism and migration. Black History Month focuses on people whose sacrifices, contributions and achievements against a backdrop of racism, inequality and injustice are often forgotten about.

CRER strive to work with a range of partners from across the community, voluntary and public sectors and has helped to collaboratively create a Black History Month Programme that includes an exciting range of events from talks, concerts, workshops, film screenings, exhibitions and more.

This years lectures, which took place digitally throughout October were on the themes of “Emancipated African Children in Scotland”, “Addressing the Legacy of Slavery and Empire at the National Trust for Scotland”, “Scotland’s Slavery Legacies” and “Come Alive Black Man! Telling Our History of Transatlantic Slavery”.



Black History Month was celebrated in various ways across libraries during the month of October. Online, three collections of books were available on the Libby/Overdrive service - **Black History Month** – a collection of adult non-fiction titles about the lives and experiences of British and American people (<https://edinburgh.overdrive.com/collection/1253377>), **Teen novels by Black writers** – some great fiction reads for teens by amazing writers (<https://edinburgh.overdrive.com/library/teens/collection/1253376>) and **Black History Month for kids** – non-fiction focussing on the Little People, Big Dreams series as well as titles about African American history (<https://edinburgh.overdrive.com/library/kids/collection/1253375>). Daily Book recommendations featuring Black authors, characters and inspirational figures were shared daily at 11am on our Children and Young People Facebook Page.

### In schools:

- Wester Hailes Education Centre - The library had a new display for Black History Month and supported the pupil led Equalities group to plan and deliver a day of activities across the school as part of Show Racism the Red Card day on 15 October.
- Queensferry High School - The school created and shared with school libraries across the city some Why Don't You challenges recommending books and suggestions on how pupils can be involved in celebrating Black History Month.
- Firhill High School - The school had a display featuring Black and Minority Ethnic authors and titles with prominent black characters alongside some history books. Artwork produced for BHM last year was shared across the school.
- Craigroyston High School - The school shared a series of Facebook posts about great reads and resources available in the library that focus on black authors, black protagonists and black history. The Craigroyston Equalities group have been working with the pupil leadership scheme on a film club in partnership with North Edinburgh Arts. This year's budget allocation has been used to develop our collection with resources that support antiracism.
- Royal High School - The school had a display of Black Person of Colour (BPOC) books, fiction and non-fiction in the library. Both the senior and BGE bookgroups have chosen to read titles this month that feature BPOC characters. Across the whole school each department highlighted a British historical black figure or person of colour who has contributed to their subject and the library chose to highlight Ignatius Sancho who was the first known person of African descent to have writings published in Britain and to vote in a general-election.
- Holyrood High School - Promoted their favourite #BlackHistoryMonth reads across the school each week.
- Tynecastle High School - Along with a Black History Month themed book display which starred the winners of a whole school vote to find the best book written by a Black author, a prize was up for grabs for the best review of a book written by a Black Author. As part of Libraries week, the pupil's council helped select new titles for a BAME collection.

- St Thomas of Aquins - Along with a display the library worked with the music department to promote music by black authors around the civil rights movement. Another highlight was the BHM quiz for S1-S3.
- Castlebrae High School - The school were lucky enough to win the Litincolour challenge by Penguin books and look forward to 100 titles by people of colour arriving into the school library this month.
- Forrester High School - The school had a display supporting BHM and a BHM power point that was shared with pupils across S1-S3. Forester Library were also lucky to receive the 100 Litincolour titles from Penguin books.

### **In Community Libraries:**

- Art and Design and Music Departments (Central Library) - Art and Design and Music had displays celebrating Black artists and musicians and shared blog posts promoting the work of black artists and musicians represented in their collections.
- Piershill Library - Piershill had displays showcasing black authors in both their adult and children's areas.
- Blackhall Library - There was a BHM themed display in the foyer and there were some BHM themed posts on facebook.
- McDonald Road Library - The library had a display featuring a range of books by Black authors.
- Gilmerton Library - The library had a foyer display celebrating BHM.
- Craigmillar Library - The library created a book display and some A4 posters to signpost readers to digital titles suitable for different audiences.

To close the month Edinburgh Libraries partnered with the Black Asian and Minority Ethnic (BAME) Scottish Writers Network to co-create "Proud to be Telling our Stories" – a panel event with [Jeda Pearl](#) Co-director of Scottish BAME Writers Network as Chair and panellists [Lisa Williams](#), [Clementine E Burley](#) and [May Sumbwanyambe](#) telling their stories. The event took place on Thursday 28 October in the Central Reference Library.

## **COP26 – Glasgow: 1-12 November 2021: Becoming a Responsible Activist and Creating Protest Materials**

This event/activity has been supported by the #COP26Conversations fund developed in partnership by Museums Galleries Scotland, Historic Environment Scotland and Scottish Libraries Information Council." Edinburgh Libraries were successful in securing funding of £800 for this project to take place. The event was designed to take place over September to coincide with Scotland's Climate Week (13-19 September) and continue into COP26. Young Friends of the Earth Scotland (YFoES) is a grassroots network of young people aged 16-30 from across Scotland working collectively for environmental and social justice. Catrina Randall kindly volunteered to be filmed hosting some excellent questions for our school pupils. [Click here to view](#). The film was shown to ECO groups in two schools in our four localities. It was followed with a workshop on design and creating protest materials. Schools then shared the messages created by our young people through displays in their school or community library and on social media as

part of a takeover of the Tales of One City Twitter during COP26 and Edinburgh Collected will keep the photos for our Archives.

## Central Library Transformation

Following the [Culture and Communities Committee 12 November 2019](#), a small Project Team of Culture, Library and Estates Optimisation Officers met to explore possible next steps in the development of Central library. Influenced by the successful approach adopted for the Assembly Rooms development, the team concluded that options for the next steps centred on the Council procuring the services of an organisation which specialises in creating development and funding plans for historic cultural assets. This work was paused in March 2020 and the Project Team will reconvene to pick up where they left off.

The Bennetts Feasibility design (2015) presents an imaginative vision for Central Library, cherishing the wonderful Victorian George Washington Browne design while making it more accessible and inclusive for 21<sup>st</sup> century generations and beyond.



## National Poetry Day – 7 October 2021

Stockbridge Library organised [Janette Ayachi](#), who is a Scottish/Algerian award winning poet and performance poet, to run outdoor poetry workshops for P5 classes from Stockbridge PS in the local park (George V). . Janette used prompts to connect the children with poetry and nature. The children then wrote their ideas on leaf templates which were attached with twine to the surrounding trees. Janette also planned to capture their words in sound/and written form and create a piece of work for National Poetry Day on 7 October. Posters were created with words, and QR code to link into recording on Soundcloud (or similar), which were dotted around the park from 7-10 October for all to enjoy. [Click here](#)

To celebrate National Poetry Day South Queensferry Library made an online interactive box of chocolates to tie in with the theme of 'Choice'. An image of a box of chocolates was overlaid with clickable buttons which linked to quotes from library visitors. The idea was to capture as many voices as possible in a playful collage poem on the theme. People were given a series of prompt

questions such as 'hard centres/soft centres/fudge/truffles' (displayed online and in print form) and invited them to respond, either in person or online, as creatively as they liked. Both adults and children were unfazed by the activity in the library and were happy to join in on the project! The best and most responses we gathered were from conversations about the project, with reassurance that 'there was no wrong answer' and 'being good at poetry' was not important. Responses ranged from discussions about dogs, squirrels, textures, and nostalgic memories. Some people gave us single lines, whilst others gave us full poems! We created the final image on the free platform Genially and shared it through [social media platforms](#).

## Poetry Poos

Starting as a fun way to share rhymes during lockdown the popularity of McDonald Road's 'Poetry Poos' just kept going. Now with their own YouTube Channel, staff member Lynne Henderson felt that using the poo emoji toys were a fun way to catch children's attention, and have gone on to share rhymes, poems and crafts. [Poetry Poos - YouTube](#)

## Wellbeing and Public Libraries

Wellbeing is increasingly important in policy planning, evaluation and understanding the impact of public services on people's lives. It has also emerged during Covid as a strong social theme both locally and nationally. Public libraries contribute to all aspects of wellbeing as part of their daily activities and services. Edinburgh City Libraries worked with a researcher and library colleagues from Shetland, North Ayrshire, South Ayrshire and West-Dunbarton, to develop a resources toolkit with the potential to raise awareness and promote this aspect of libraries.

Four aspects of wellbeing are considered: social, cultural, economic and health. The resources in this Toolkit can be used with different audiences including library staff, customers and potential customers, the public, stakeholders, elected members, partner organisations.

It remains our priority to reopen our public services, albeit in a careful, cautious and sensible way. It has never been clearer that access to free public library services is vital to community and individual wellbeing.

<https://scottishlibraries.org/advice-guidance/toolkits/wellbeing-and-scottish-public-libraries-toolkit/>

## Portobello Book Festival in Portobello Library

The 13<sup>th</sup> Portobello Book Festival took place in Portobello library between Friday 1 and Sunday 3 October. The library hosted 16 events with local and critically acclaimed authors including Val McDermid, Christopher Brookmyre and Andrew O'Hagan in conversation with the First Minister of Scotland. Another highlight was the Friday evening book launch, which celebrated local writing on the Pandemic. The launch of *Pandemic Portobello* featured readings from the book by actor Cal MacAninsh. Free copies of *Pandemic Portobello* are currently available from Portobello library.





*Cal Mac Aninch with a group of Community Nurses from the SEEDs project who contributed to Pandemic Portobello*



*Author Andrew O'Hagan in conversation with First Minister Nicola Sturgeon*

The 13<sup>th</sup> festival featured the first live events held in Edinburgh Libraries since March 2020 and the library played a key role in the delivery of this free local event, including:

- Identifying and contacting specific authors and contributors;
- Promoting the festival on Social Media;
- Acting as a collection point for tickets to events;
- Supporting the delivery of events as chairs and contributors;
- Ensuring that the library was Covid safe at all points in planning and delivery; and
- Providing technical support where required.

This was acknowledged by the Portobello Book Festival organising committee on the Portobello Book Festival website:

*“A huge thanks to Paul, Lesley and the staff of Portobello Library, a fantastic resource on our doorstep, without whose help and time we would not be able to run our festival. Special mention to Ian for spending his whole day off making sure our last minute tech requirements for the unexpected zoom event could be met.”*



*Christopher Brookmyre and his wife Marisa Haetzman (writing collaboratively as Ambrose Parry) and the author Doug Johnstone*



## Libraries Week – 4-10 October 2021

On Friday 1 October Drumbrae Library Hub took place in the “Fun Palaces Weekend of Action” which saw hundreds of organisations host a range of events across multiple countries. Fun palaces is all about bringing together communities to build something to benefit them in some way. At Drumbrae Library we utilised our online platforms and knowledge of Minecraft to bring young people together to build our Fun Palace in a digital space and live streamed the build on our Twitch channel ([twitch.tv/drumbraelibrary](https://www.twitch.tv/drumbraelibrary)) for anyone who wanted to watch or get involved. Together with staff from the Library the young people who took part were able express their creativity and build their own mini games, the world in which these were built will be made available for download for anyone to add to, play in or improve as they wish. We consider the event to have been a success with the young people expressing an interest in taking part in future events of this nature and links being formed with new organisations and community partners.

## Maths Week Scotland 2021

Libraries celebrated this years #MathsWeekScotland with events all week long. With funding received from Maths Week Scotland highlights included a number themed outdoor bookbug with counting rhymes and games, a pattern making workshop for an adult craft group and a games master evening with the teen bookgroup including fractions with pizza! Other events across the city included a family Maths circle at Fountainbridge library, Number themed Bookbugs at Moredun, Fountainbridge, South Queensferry and Kirkliston Libraries, a counting story session at Moredun Library, Maths book diplays and promotion of our digital Maths books that were purchased last year after a donation from Maths Week Scotland, a kite making activity with skip counting at Balgreen Primary School, and an online event on teams delivering an activity of making a multiplication circle (attended by nine families).

## Edinburgh Libraries Delivering for Kirkliston Primary School

Old McDonald had a great time presenting his Farm Big Book to Kirkliston Primary School. On a super sunny day the children all helped to gather the harvest into the barn, naming many fruits and veg on the way. Two farmhands were chosen to work closely with Mrs Pig and to build three pop-up houses. The audience all worked together to finally chase the wolf away, never to be seen again.

The school's basketball court and the Booster Story Car were used to set the stage. The children all sat in their bubbles on PE mats to keep them comfy. The outdoor setting was a really good idea and helped make this a unique opportunity for the children to see a live performance. Lots of the audience said how much they had enjoyed themselves and their big happy smiles said it all. A successful treat for all of us all in these strange times.

## Family Fun Day at Wester Hailes Library

A fun-filled Family Day took place outside Wester Hailes Library on Friday 20 August, with 14 children and eight adults attending (numbers were limited due to Covid safety guidance). The event was supported by National Lottery funding (adapted from a project that had been planned to be run pre-Covid). Everyone enjoyed a lively session of storytelling and songs with Fergus & Ron from 'Macastory' - especially the bits where we could all join in. All the children were given a picnic bag of fruit, snacks and juice to feast on; and a celebration cupcake (enough for the adults to enjoy too). The session continued with some fun outdoor games: skittles was the favourite, and the most competitive! And some craft activities: making ladybirds and fish with moving mouths (inspired by the theme of this year's Summer Reading Challenge: Wild World Heroes)

And everyone was welcomed inside in turns after the event to join the library (if they were not already members) and to browse and borrow books as well! It was great to get families in the community together: to celebrate the end of school holidays and children completing the Summer Reading Challenge. Whilst we are continuing to expand Library services and begin to resume certain activities and events inside, it has been a great benefit to use and enjoy the improved outside space for events such as this; including ongoing fortnightly outdoor Bookbug Sessions for babies and toddlers.





**Convener**  
Councillor Donald Wilson



**Vice-Convener**  
Councillor Amy McNeese-Mechan

**Members**

Councillor Wilson (*Convener*)  
Councillor McNeese-Mechan (*Vice-Convener*)  
Councillor Booth  
Councillor Brown  
Councillor Doggart  
Councillor Doran  
Councillor Key  
Councillor Mitchell  
Councillor Osler  
Councillor Staniforth  
Councillor Ethan Young

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# Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

## Fields in Trust Protected Public Parks and Green Spaces

|                     |                        |
|---------------------|------------------------|
| Executive/routine   |                        |
| Wards               | All                    |
| Council Commitments | <a href="#">43, 44</a> |

### 1. Recommendations

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- 1.1 It is recommended that Committee:
- 1.1.1 Supports the execution of a Minute of Agreement with Fields in Trust for a further twenty-five public parks and green spaces, thereby protecting these as recreational open spaces for current and future generations; and
  - 1.1.2 Notes that, if Committee supports the Minute of Agreement, officers will process the Minute of Agreement subject to the appropriateness of title restrictions.

**Paul Lawrence**

Executive Director of Place

Contact: David Jamieson, Parks Greenspace and Cemeteries

E-mail: [David.jamieson@edinburgh.gov.uk](mailto:David.jamieson@edinburgh.gov.uk) | Tel: 0131 529 7055

## Fields in Trust Protected Public Parks and Green Spaces

### 2. Executive Summary

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- 2.1 The City of Edinburgh Council has an opportunity to strengthen its commitment to protect and improve its public parks by supporting the creation of a Minute of Agreement with Fields in Trust for a further 25 parks and green spaces. If approved, this will bring the total number of Edinburgh parks and green spaces protected through this mechanism to 61, serving communities who do not already have a safeguarded space close to home and ensuring that almost everyone in the city lives no more than a ten-minute walk from a park or green space which is protected for good. In making this commitment, the City of Edinburgh Council will become the first local authority in Scotland to adopt such a bold vision for their public green spaces.

### 3. Background

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- 3.1 Using a Minute of Agreement, the independent charity Fields in Trust works in partnership with local authorities to protect parks and green spaces in perpetuity for current and future generations to enjoy. It is a robust yet flexible way of legally safeguarding a space, making it necessary that the owner seeks permission from Fields in Trust before unsympathetic developments can take place.
- 3.2 To date, the City of Edinburgh has registered 34 public parks with Fields in Trust (or under its previous operating name, the National Playing Fields Association) via a series of memorial or celebratory programmes: three King George V Memorial Parks (1930s-1950s); three Millennium Fields (2000); a Golden Jubilee Field (2002); twenty four Queen Elizabeth II Diamond Jubilee Fields (2011); a Centenary Field (2014); and two Active Spaces (2019). In addition, Minutes of Agreement for Redhall Park and Wardie Playing Fields are currently being drafted.
- 3.3 In his role as President of Fields in Trust, HRH The Duke of Cambridge, accompanied by HRH The Duchess of Cambridge, visited Starbank Park on 27 May 2021 to meet park volunteers, users and officers and to launch Fields in Trust's Greenspace Index (its annual barometer of publicly accessible local park and green space provision). First launched in 2019, this third release highlights the inequities

in green space provision across Britain, noting that despite their indisputable value for health, wellbeing, community and environment, some parts of the nation only have access to half the green space as others, and that areas with the least provision tend to be those with a higher incidence of deprivation.

- 3.4 The event also provided the opportunity for Edinburgh's Lord Provost to announce that the City of Edinburgh Council would seek to ensure that almost everyone in the city lives no more than a ten-minute walk from a green space which is legally protected in perpetuity, ensuring that for years to come citizens are guaranteed a lifetime of opportunity for activity, play, learning, recuperation and community.

## 4. Main report

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- 4.1 Public parks and green spaces are proven to help people stay physically and mentally well; places where we can all move, breathe, run and play. They are an important tool to drive social cohesion, combat loneliness and build community.
- 4.2 Fields in Trust works in partnership with landowners to protect land through a Minute of Agreement, a legal commitment with the landowner which secures spaces in perpetuity for current and future generations to enjoy.
- 4.3 Using a ten-minute walk buffer as an accepted proxy for the 20 minute neighbourhood concept, officers have determined that currently 69% of the population of Edinburgh has a park or green space within a ten-minute walk that is protected in partnership with Fields in Trust. This can be increased to 92% by protecting an additional 25 specific spaces.
- 4.4 The 25 identified parks and green spaces are:
- 4.4.1 Baronscourt Park;
  - 4.4.2 Bloomiehall Park;
  - 4.4.3 Buckstone Park and Woods;
  - 4.4.4 Burdiehouse Burn Valley Park;
  - 4.4.5 Buttercup Farm Park;
  - 4.4.6 Cammo Estate Park;
  - 4.4.7 Cramond Walled Garden;
  - 4.4.8 East Pilton Park;
  - 4.4.9 Fairmilehead Park;
  - 4.4.10 Gyle Park;
  - 4.4.11 Haugh Park;
  - 4.4.12 Jewel Park;
  - 4.4.13 Joppa Quarry Park;
  - 4.4.14 Kirkbrae Playing Fields;

- 4.4.15 Moredun Park;
- 4.4.16 Muirhouse Park;
- 4.4.17 Newcraighall Park;
- 4.4.18 Parkside Park (Newbridge);
- 4.4.19 Pikes Pool (Kirkliston);
- 4.4.20 Princes Street Gardens;
- 4.4.21 Ratho Park (Ratho);
- 4.4.22 Roseburn Park;
- 4.4.23 Seafield Recreation Ground;
- 4.4.24 Sighthill Park; and
- 4.4.25 Spylaw Park.

- 4.5 In addition to the mechanism of protection afforded by Fields in Trust, all planning applications that would result in a loss of open space (regardless of whether they are covered by Fields in Trust or not) must be assessed against applicable Local Development Plan (LDP) policy: 'Open Space Protection' (Policy Env 18) as well as any other applicable LDP policies. Presently, Edinburgh is in the process of producing its next LDP - City Plan 2030 - and this also contains a corresponding open space policy called 'Protection of Open Space' (Env 23). City Plan 2030 was recently approved by the Planning Committee on [29 September 2021](#) and will shortly be subject to public consultation ahead of submission to the Scottish Government for Examination.

## 5. Next Steps

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- 5.1 If Committee agree to the introduction of Minutes of Agreement with Fields in Trust for the parks and greenspaces outlined in paragraph 4.4, officers will:
- 5.1.1 Initiate title searches and site record investigations to ascertain suitability for including proposed parks and green spaces within a Memorandum of Agreement;
  - 5.1.2 Initiate a public consultation exercise for those identified for inclusion within a Memorandum of Agreement; and
  - 5.1.3 Process a Memorandum of Agreement with Fields in Trust.

## 6. Financial impact

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- 6.1 The costs of legal administration will be met from the Parks and Greenspace revenue budget.



## **7. Stakeholder/Community Impact**

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- 7.1 The protection in perpetuity of parks and green spaces will have a positive impact for communities and green space users, with almost all of Edinburgh's residents being within a ten-minute walk of their nearest Fields in Trust supported green space.

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

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- 8.1 [Fields in Trust Protection](#)
- 8.2 [Green Space Index](#)

## **9. Appendices**

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- 9.1 Appendix 1 - Proposed Protections Map.

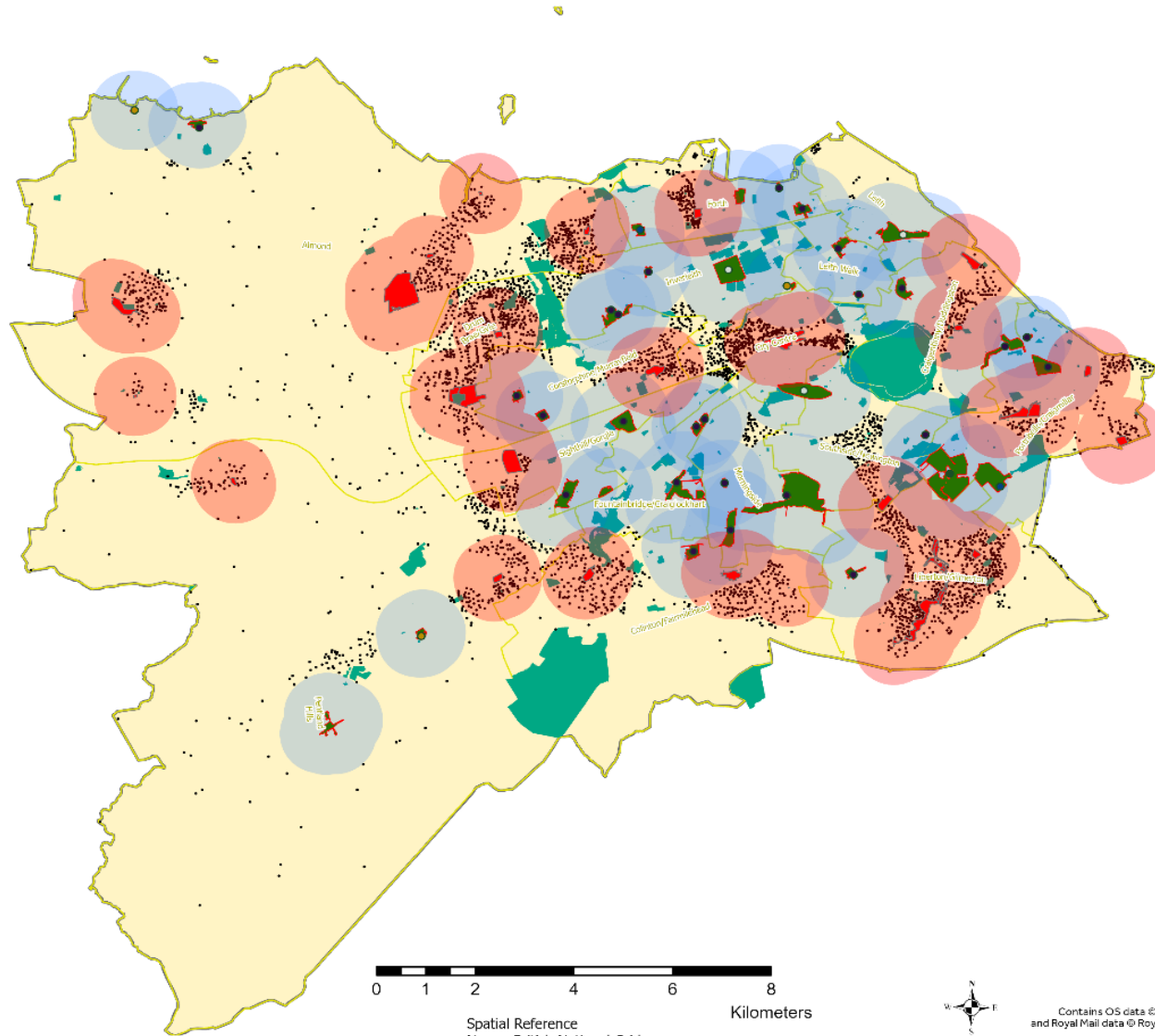
# Appendix 1 – Proposed Protections Map



## Reference map of green space and Fields in Trust proposed protections within the City of Edinburgh

Page 62

- Legend**
- Protected spaces pins**
- Active Spaces
  - Carnegie NPFA Field
  - Conventary Fields
  - Covenanted Field
  - Fields in Trust Protected Field
  - Green Spaces for Good
  - King George's Field
  - Millennium Field
  - Cowan Gyndar Field
  - Queen Elizabeth Field
  - Queen Elizabeth II Field
- Tranche 3 (25 Parks)**
- Proposed Tranche 3 Parks for Protection
  - Proposed Tranche 3 Park Buffer
- Population**
- Population outside of TMW of Protected Park
- Sites**
- Sites with FIT Protection
  - Existing Protected Areas
  - OS GreenSpace (FIT Filtered)
  - Parks



| Park Name                    |
|------------------------------|
| Newcraighall Public Park     |
| Seafield Recreation Ground   |
| Moreclun Park                |
| Princes Street Gardens       |
| Roseburn Public Park         |
| Spylaw Public Park           |
| Buttercup Farm Park          |
| Gyle Public Park             |
| Parkside Park                |
| Burdiehouse Burn Valley Park |
| Bloomiehall Public Park      |
| Joppa Quarry                 |
| Baronscourt Park             |
| Kirkbrae Playing Fields      |
| Crாமond Walled Garden        |
| Fairmilehead Public Park     |
| East Pilton Park             |
| Cammo Park                   |
| Buckstone Park and Woods     |
| Pikes Pool Heritage Park     |
| Muirhouse Park               |
| Haugh Park                   |
| Jewel Park                   |
| Sighthill Public Park        |
| Ratho Park                   |

Date Produced: 23/07/2021

Spatial Reference  
Name: British National Grid

Kilometers



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and Royal Mail data © Royal Mail copyright and database rights (2020)

# Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

## Capital Theatres Company Performance Report 2020/21

|   |  |
|---|--|
| Executive/routine<br>Wards<br>Council Commitments | Executive<br>All<br><a href="#">46</a> |
|---|--|

### 1. Recommendations

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- 1.1 It is recommended that Committee:
  - 1.1.1 Note the positive performance of Capital Theatres during 2020/21;
  - 1.1.2 Note that whilst the report focus is on 2020/21 company performance, the context of COVID-19 should be acknowledged and therefore the impact, mitigation, advocacy and recovery planning implemented by Capital Theatres as a result; and
  - 1.1.3 Refer this report to Governance, Risk and Best Value Committee.

**Paul Lawrence**

Executive Director of Place

Contact: Lindsay A Robertson, Culture Manager

E-mail: [Lindsay.robertson@edinburgh.gov.uk](mailto:Lindsay.robertson@edinburgh.gov.uk) | Tel: 0131 529 6719

## Capital Theatres Company Performance Report 2020/21

### 2. Executive Summary

---

- 2.1 This is the eighth annual performance report prepared as a requirement of the Services and Funding Agreement process adopted in 2013/14.
- 2.2 This report encompasses 18 months from 16 March 2020 to September 2021. The period covers the enforced closure of the Festival and King's Theatres and Studio, the start Fiona Gibson's tenure as Chief Executive, and provides an overview of the exceptional period impacted by COVID-19.
- 2.3 The continued stability of the organisation has been achieved through strong leadership and advocacy achieving essential substantial emergency funding alongside maintaining staff and management team commitment and cohesion throughout. This business aptitude under extreme circumstances evidences the resilience of the Trust to date and moving forward.
- 2.4 Following a short delay in progress and planning as a result of the impacts of COVID-19, Capital Theatres also now continue with the King's Theatre Redevelopment Project. Regular project updates have been, and will continue to be, featured in the Culture and Communities Committee Business Bulletin.
- 2.5 Several significant existing and new activities have also been sustained, adapted, developed and delivered, working with key communities throughout this period.

### 3. Background

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- 3.1 This is the eighth annual performance report prepared as a requirement of the Services and Funding Agreement process adopted in 2013/14.

### 4. Main report

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- 4.1 Capital Theatres reports on its performance to Council Monitoring Officers as required by the Strategic Partnership Agreement on a monthly, quarterly and annual basis.
- 4.2 In response to the outbreak of COVID-19, the Leadership Advisory Panel in [March 2020](#) agreed that the Council priorities contained in the Strategic Partnership

Funding Agreement for 2020/21 should be suspended. It was also agreed that this funding could be re-purposed towards COVID19 impact mitigation activity. It was subsequently agreed by Committee in [March 2021](#) that this supportive approach to Council funds for Capital Theatres would be continued into 2021/22.

- 4.3 The Trust's survival also depended on the company's unrestricted reserves; many months of successful lobbying for essential substantial emergency funding grants; public crowd funding and fundraising campaigns; short term borrowing from the Trust's Theatre Development Fund; and collaboration with producers facing postponement and cancellation of shows.
- 4.4 The Trust also focused on communication, retention and engagement amongst their staff through this period of furlough and uncertainty. It should be noted here too, that very sadly during this time, the Trust lost a member of their box office team, to COVID-19, and Scottish actor, comedian and regular panto lead, Andy Gray who passed away in January 2021.
- 4.5 Under these exceptionally challenging circumstances, Capital Theatres has continued to deliver services to their communities and develop new strands of creative work in 2020/21:
  - 4.5.1 An online engagement programme was developed, 'Raise the Curtain' which included creativity sessions for children, back stage tours, films of staff talking about their roles, radio plays and the 'Tea & Jam' and 'Contactless Afternoon Tea Parties', all to help to maintain some structure, creativity and social contact with their most vulnerable audiences;
  - 4.5.2 Given the closure of the theatres and Studio in March 2020, several dementia-friendly events also had to be cancelled. Continuity for participants being very important, the programme was adapted to deliver a remote series of events informed by the participants and created by staff and artists working from home;
  - 4.5.3 'Contactless Afternoon Tea' deliveries to approximately 70 people in the Lothians, expanded in partnership with Dementia Friendly East Lothian. The entertainment was pre-recorded and available online or posted out in DVD format and baked goods were delivered by local bakers;
  - 4.5.4 'A Brew and a Blether', a relaxed Zoom drop-in chat for people with lived experience of dementia evolved into a variety of events shaped by the participants and their needs;
  - 4.5.5 'Tea and Jam' moved onto Zoom. The monthly sessions encourage everyone to grab an instrument, or sing, and jam along;
  - 4.5.6 'Sundown Stories' was a series of short stories adapted for film for anyone who might enjoy a calming and relaxing story. The stories, written by and for persons living with dementia, were delivered in a calming environment, at a gentle pace and with a soothing tone;
  - 4.5.7 The Trust also adapted its annual 'Care Settings Theatre Tour' commission to create a series of short audio dramas, 'When the Sun Meets the Sky', for

people living with dementia, their loved ones and carers, with accompanying sensory resource packs and a guide as to how to make their own. This was delivered through a collaboration between Capital Theatres and the Traverse Theatre;

- 4.5.8 'Joy to the Moment' - Capital Theatres put out a call online for short films of people being creative outdoors. These were edited together and sent to people shielding indoors or those in care settings isolating in their rooms. King's Ambassadors Grant Stott, Ian Rankin and Alexander McCall Smith provided films, as well as others from children at The Edinburgh Steiner School, local artists, dancers and comedians and other members of the public;
- 4.5.9 Although the 2020 King's Panto season could not go ahead, 'Panto Presents' did continue bringing an appropriately adapted panto experience to children and families in hospital over the festive period. This involved a completely new approach where a 'box of delights' designed to transform into the King's Theatre with some easy-to-follow instructions was delivered to each child. Alongside COVID-safe bedside performances on the wards, the Trust's team also captured this year's original relaxed performance as a short film, 'Panto Presents ....Where Has Panto Gone?' which was watched by families in the hospital over the Christmas period; and
- 4.5.10 Lastly, 'Curtains Up' was a brand-new programme where the children created unique and playful scenes which were projected and traced onto the inside of their hospital curtains.
- 4.6 The Trust also held a competition for freelance artists to secure a commission to create a work of art for the Festival Theatre. Edinburgh-based emerging artist Sophie Fields won the commission and created a statement of thanks to all who supported Capital Theatres over 2020, in her textile-based installation 'Hanging by a million threads'. The work was made up of hundreds of comments from supporters of Capital Theatres' Crowdfunder campaign.
- 4.7 In a producing partnership with Pitlochry Festival Theatre Capital Theatres launched a brand-new 'Musical Commissioning Hub' in the autumn of 2020. The first call out for submissions has resulted in three finalists who have been awarded seed commissions and are being supported in the development phase of their projects with scratch performances for an invited audience scheduled in the Capital Theatres Studio in September 2021 and at Pitlochry Festival Theatre in early 2022. The finalists are Niloo-Far Khan with 'The Light Travels' (Working Title); Shonagh Murray with 'Nessie', and Tommy Antonio with 'Rebel'.

## **5. Next Steps**

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- 5.1 Capital Theatres will continue to adapt and deliver against both their Business Plan as well as relevant elements of the Council Strategic Partnership Funding Agreement going forward. The Third Party Cultural Grants Review agreed by

Committee in [June 2019](#) recommended the creation of a Strategic Partnership Theatres Grouping of which Capital Theatres is the lead partner. The grouping includes the Lyceum Theatre, the Traverse, Edinburgh Performing Arts Development (EPAD) and Lung Ha Theatre Company. Evidently, the Priorities and Targets included in the related Funding Agreement have been overtaken by the COVID-19 crisis. All Strategic Partners (revenue funded organisations and groupings) are being asked to report on the re-purposing of their funding with reference to the original Priorities included in the original Funding Agreements, and on subsequent mitigation, resilience and activity/event re-design activity.

- 5.2 Business and programme planning options continue in the exceptional context of the on-going COVID-19 pandemic and associated Public Health Guidelines.

## **6. Financial impact**

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- 6.1 The Council awarded a grant of £586,130 to Capital Theatres in 2020/21.
- 6.2 Capital Theatres continue to successfully manage and deliver a robust financial performance.
- 6.3 The Council has agreed a £4m capital grant and Prudential Borrowing of up to £5m to the King's Redevelopment Project. The release of these resources will be subject to Capital Project reporting requirements.

## **7. Stakeholder/Community Impact**

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- 7.1 Capital Theatres has an extensive and successful Engagement Programme reaching a very wide community base alongside its main theatres and Studio programmes seeking to deliver accessible programme of activities and theatre.
- 7.2 Capital Theatres meet their Council Funding Agreement Conditions.
- 7.3 Capital Theatres has an Environmental Policy – [Towards a Greener Future](#).

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

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- 8.1 Capital Theatres website: [Capital Theatres](#)
- 8.2 [Capital Theatres Annual review 2018/19](#)
- 8.3 Capital Theatres Company Performance Report 2019/20, report to Culture and Communities Committee, [17 November 2020](#)

## **9. Appendices**

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- 9.1 None.

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# Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

## Physical Activity and Sport Strategy – Planning ahead

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 The Culture and Communities Committee is asked:
  - 1.1.1 to note the report
  - 1.1.2 to approve the proposals for officers in the new Culture and Wellbeing Service to lead on re-engaging stakeholders
  - 1.1.3 to ask for a further update on the governance and reporting on sport and physical activity in early 2022
  - 1.1.4 to plan and initiate a stakeholder engagement exercise resulting in feedback on the priority actions that would support improved outcomes relating to sport and physical activity

#### Julien Kramer

Interim Director of Education and Children's Services

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## Physical Activity and Sports Strategy – planning ahead

### 2. Executive Summary

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- 2.1 This report has been written in response to approval being given to a motion submitted by Cllr Osler at the Culture and Communities Committee on 14<sup>th</sup> September 2021 and provides a position statement and proposals for approval.

### 3. Background

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- 3.1 The motion referred to in 2.1 noted that no update has been provided since 2019 on any of the following:
- 3.1.1 Establishing a new Physical Activity and Sport Strategy
  - 3.1.2 A city wide plan for the Edinburgh Physical Activity Partnership
  - 3.1.3 A communication plan that celebrates the good practice that already exists the city
  - 3.1.4 The allocation of CEC office time to support the Physical Activity Alliance Groups
- 3.2 The motion noted concern about the lack of progress on these important initiatives, whilst acknowledging some delay due to Covid19
- The motion requested a further report on each of the areas above and for a progress report and timeline for completion in each case
- 3.3 This report provides a position statement and proposals for progressing this work within a new and emerging Senior Management Structure and new roles and responsibilities within the Place Directorate

### 4. Main report

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- 4.1 In November 2019 the Council and its partners e.g. Sportscotland, NHS Lothian, Edinburgh Leisure, HE/FE, Clubsport Edinburgh, and others were committed to progressing all of the activities set out in section 3 but the impact of Covid 19 effectively resulted in all of that activity being suspended. All of the partners felt that their priorities were to manage the impact of the pandemic on their core business and to dedicate their energies and resources on that challenge. Some organisations furloughed staff and others directed staff to emergency response activity.

- 4.2 The work on establishing a new Physical Activity and Sport Strategy was suspended as was the work on creating a plan for the Edinburgh Physical Activity Partnership .
- 4.3 Without the ability of partners to contribute there has been no progress on agreeing a shared communication about good practice although the Committee will have seen articles in the Business bulletin that will have highlighted good work being led by CEC
- 4.4 There has been no need to deploy CEC officer time to support local Physical Activity Alliance Groups as they have not operated during the pandemic.
- 4.5 The Council has agreed a new Senior Management structure this now places the responsibility for non-school sport, the relationship management with Edinburgh Leisure and working with NHS Lothian in the portfolio of the newly appointed Service Director of Culture and Wellbeing within Place Directorate.
- 4.6 There is now an opportunity to re-open and re-engage partners in the discussion and planning required for responding to previously identified, new and emerging priorities for Sport and Physical Activity .One of the key areas of discussion will be whether there is more to be gained by locating ambitions for Sport and Physical Activity in a wider and more integrated Wellbeing Strategy.

## **5. Next steps**

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- 5.1 Partners that were involved in the historical Sports Partnership group will be invited to reconvene to review and assess whether the previous priorities and themes highlighted in the Culture and Communities Committee report Nov 2019 are still current and what new issues have emerged in the last 2 years .The Sports Partnership group will report back on agreed priorities and actions for 2022/23 in two cycles.
- 5.2 Discussions will take place with NHS Lothian colleagues and others and monitoring will be established at locality and city wide level to report on increased opportunities for people to be active.
- 5.3 Stakeholders across the city will be invited to participate in an engagement exercise that will help identify the current and emerging priorities to address within Sport and Physical activity .This will help inform the creation of a new strategy and a plan that will see actions against those priorities and performance measures agreed that can be reported on an annual basis.

## **6. Financial Impact**

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- 6.1 There are no financial impacts arising out of the proposals being recommended.

## **7. Stakeholder/Community Impact**

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- 7.1 There will be an engagement with partners and stakeholders in reviewing the previous thematic priorities set by the then Sports Partnership group.
- 7.2 Stakeholders will determine how best to progress the joint planning of a possible new strategy for Sport.
- 7.3 A wide engagement will be required both at a local and city level to determine how best to govern and ensure that physical activity is considered as an important feature of the city ambition to overarching ambitions of improving citizens Health and Wellbeing .

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

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N/A

## **9. Appendices**

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N/A

# Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

## Public Realm CCTV Update

Routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 To approve the update for the upgrade of the Public Realm CCTV service in Edinburgh.
- 1.2 To note an update on the Public Realm CCTV upgrade project progress in six months' time.

#### **Julien Kramer**

Interim Director of Education and Children's Services

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## Public Realm CCTV Update

### 2. Executive Summary

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- 2.1 This report seeks to present an update on the progress made towards developing the Public Realm CCTV service in Edinburgh.

### 3. Background

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- 3.1 The City of Edinburgh Council (the Council) operates a Closed Circuit Television (CCTV) camera estate across the public realm, housing blocks, the transport network and Council buildings. Provision of CCTV services is non-statutory, and the service is provided to support public safety and security, including the prevention and detection of crime.
- 3.2 An internal audit review of CCTV infrastructure conducted in 2017/18, included a recommendation for the creation of a corporate plan for CCTV to ensure that all CCTV operations across the Council are managed efficiently, consistently, and are legislatively compliant. Significant investment is required across the public realm CCTV estate to establish an effective and efficient service and the current analogue systems have surpassed the end of their serviceable life expectancy, particularly given the shift in technology from analogue to IP. The public realm CCTV upgrade will be future-proofed for any developments in the Smart City Operations Centre (SCOC) programme within the Council, to which the service area would be integrated.
- 3.3 A CCTV Working Group was formed following approval from the Culture and Communities Committee meeting on 30 January 2018 and the Working Group supported the upgrade of the public realm CCTV system.
- 3.4 The upgrade project successfully submitted an European Regional Development Fund (ERDF) bid as part of the 8th City Programme; Scottish Cities Alliance smart cities initiative. This bid revolves around the upgrade of public safety infrastructure, for developing a 'Smart City'. The ERDF project will span across 2019-2022.
- 3.5 The amount of funding confirmed from ERDF is £712,000 (40%), with £1,068,000 (60%) being match funded from the capital budget allocation for the CCTV upgrade. This project is aligned with the SCOC Programme.

- 3.6 The upgrade of public realm CCTV is one of the initiatives included in the Council's Digital and Smart City Strategy.

## **4. Main report**

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- 4.1 The procurement process for the 'IP Video Surveillance System' project has now been successfully concluded. Two contracts (Lot 1 & Lot 2) have been awarded to support the upgrade of the public realm CCTV service and maintenance thereafter.
- 4.2 Both contract terms are of up to ten years: five years with two optional extensions of three and two years (5 + 3 + 2). This was done to create best value for the Council and ensure consistency of service.
- 4.3 The project is now live and in the Planning Phase.
- 4.4 Significant work will be undertaken during this Planning Phase to align several strands of 'smart city' work-streams spanning diverse groups of teams and departments towards infrastructure upgrade and integration. The intention of which will offer easier access to data and the ability to visualise and analyse that data to enable better decision-making, both for real-time management of the city and for longer term planning.
- 4.5 There are three key elements of the service area which will be upgraded:
- 5.4.1 Central Monitoring Facility (CMF)
  - 5.4.2 Transmission
  - 5.4.3 Cameras

### **Central Monitoring Facility**

- 4.6 The Central Monitoring Facility will be refurbished to accommodate the new equipment, introducing a modern way of working to the service area. Capacity for operator staff will increase, enabling co-location of other service areas to the facility should there be a requirement in future.
- 4.7 The facility is designed to provide integrated, city-wide management and service innovation delivery to strengthen citizen living. CCTV video analytics will be introduced to increase efficiencies and deliver the next level in safety and security for citizens. Furthermore, the video analytics will help identify traffic congestion, pinch points and dwell times to correlate with air quality data. Being able to visualise object movement across the public realm could derive insights about how to improve traffic flow and city planning.

### **Transmission**

- 4.8 There will be an upgrade of the fibre network supporting the cameras in the city, from analogue to digital. The bandwidth will have spare capacity at each location, to provide opportunity to fit additional devices onto CCTV columns throughout the city for other service areas and in turn reduce street clutter.

- 4.9 Furthermore, the fibre points of presence throughout the city on the CCTV assets will enable the hosting of 5G devices. This will accelerate implementation of 5G coverage and contribute to the Council's smart city ambitions. This 5G small cell hosting will also provide income generation for the service area, enabling further reinvestment in future.

### **Cameras**

- 4.10 All existing cameras will be replaced with high definition state-of-the-art cameras, significantly improving picture quality.
- 4.11 Additional cameras onto existing CCTV columns will be introduced to key thoroughfares and junctions across the city to supplement the coverage transmitted back to the CMF. These additional cameras will provide Intelligent Traffic Systems data on traffic flow and congestion, whilst bolstering public safety incident monitoring.
- 4.12 New camera locations are currently being developed and surveyed, with the intention to introduce coverage into areas of the city which previously had no public realm CCTV camera presence.

### **Redeployable Assets**

- 4.13 The camera roll-out programme also includes an additional 12 redeployable cameras which will be purchased for the city. The cameras benefit from a plug-and-play approach which will be used for a flexible and responsive approach to developing issues in Edinburgh. These assets will also be used for key event monitoring.
- 4.14 In addition to the above assets to be procured as part of this upgrade, 14 new redeployable cameras have been purchased following a successful business case to the Cabinet Office in support of public safety monitoring during COP26. This provides a total of 26 new redeployable cameras for the city to handle emerging issues and concerns.
- 4.15 Currently, the service area operates a CCTV van which was transferred from the Street Enforcement Team for the purposes of emergency COVID19 management. This was made possible by redeploying the Community Safety Night Team (CSNT) to operate the van whilst social distancing measures have been in force, preventing the CSNT to fulfil their normal duties.
- 4.16 Therefore, the service area is proposing to decommission the CCTV van when the CSNT return to full duties as there are no human resources available to operate the leased vehicle. The 26 new redeployable cameras will fulfil the mobile monitoring offered by the van, in a more economical manner and improve the coverage across the city significantly - recording in 26 locations 24/7 compared to one location with the CCTV Van, when stationary.



## 5. Next Steps

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- 5.1 A high-level project plan outlines the next steps in the upgrade, in Appendix 1.
- 5.2 The project plan takes account of crucial public safety periods, namely COP26 in November 2021 and Hogmanay 2021. Therefore, no replacement work is to be undertaken until January 2021 to ensure business continuity during these sensitive times. This provides opportunity to co-ordinate with key stakeholders (Police Scotland, Edinburgh Trams, Lothian Buses, Scottish Fire and Rescue, Information Governance, Roads, Space Planners) during the Planning Phase to ensure best practice.

## 6. Financial impact

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- 6.1 The project successfully submitted an ERDF bid as part of the 8<sup>th</sup> City Programme, inclusive of a business case, to obtain the requested funding of £712,000 from the Programme.
- 6.2 Lot 1, IP Video Surveillance System, funding from ERDF is £712,000 (40%), with £1,068,000 (60%) being match funded from the Council's capital budget allocation for the CCTV upgrade, totalling £1,780,000. The IP Video Surveillance System has been awarded at a value of £1,556,072. The remaining funds have been ringfenced for project specific salary costs and consultant fees associated with the delivery of the project. These additional costs are receiving the 40% ERDF contribution, therefore are included in the total cost of the project.
- 6.3 Lot 2, Fibre Network, will be solely funded from the Council's revenue budget.
- 6.4 Lot 2 has generated revenue savings from existing fibre costs at present. In addition, income generation of £300,000 for 5G small cell hosting equipment over the ten-year contract term has been established.
- 6.5 Decommissioning the CCTV Van will present savings of £3,500 per annum along with ongoing repairs & maintenance for the lease of the vehicle. Savings will also be made on the considerable staff time which is currently being utilised through the Community Safety Night Team and overtime of CCTV Operators. These savings will be allocated to SIM data packages for the 26 new redeployable cameras.
- 6.6 The prices quoted by the successful contractors will be fixed and applied throughout the life of the contract, however the Council has reserved the right to negotiate with the contractors on the anniversary of the contract subject to benchmarking and current market conditions.

## 7. Stakeholder/Community Impact

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- 7.1 This project was selected and approved for inclusion within a wider ERDF Operation, by both the 8th City Advisory Group and 8th City Strategic Board. These partnership structures (which includes representation from all Scottish cities and

Scottish Government) were established as part of the governance arrangements that have been put in place for the 8th City Programme.

- 7.2 This project will publish open data sets (pedestrian, cyclist, vehicle counts etc) available to the public – it is envisaged that businesses, third sector organisations and academics can make use of the data. The intention is to use the data sets provided by the new system for the purposes of traffic flow modelling and generate insights as to where congestion occurs. Thereby improving Edinburgh’s air quality and reducing carbon emissions.
- 7.3 The system will create a city operations hub for disaster resilience and risk prevention. The system will be networked to key stakeholder control rooms such as Police Scotland and Scottish Fire & Rescue Service to enable seamless co-ordination to escalating incidents. The system will be implemented as a foundational public safety and visual infrastructure, to be capable of adaptable expansion as the overarching ‘smart city’ programme develops.
- 7.4 The development of an open platform, public safety network with the capability to absorb security sub-systems may reduce duplication of security control rooms across the city thus reducing emissions.
- 7.5 The new system user interface will improve significantly for frontline operators. This will lead to an improvement in morale, job satisfaction, employee retention and wellbeing of frontline staff.
- 7.6 The Council’s Sustainable Procurement Strategy was considered and applied through the request of Community Benefits. The contractors will be required to deliver Community Benefits, which will be monitored throughout the life of the contract. The Council set minimum expectations in both Lots of the tender and the successful contractors have met and exceeded these expectations. The Community Benefits are fully detailed in Appendix 2 of this report.

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

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- 8.1 [Proposal of the CCTV Working Group](#)
- 8.2 [Public Realm CCTV Update](#)
- 8.3 [Digital and Smart City Strategy](#)
- 8.4 [Award of Contracts for IP Video Surveillance System and Fibre Network](#)

## **9. Appendices**

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- 9.1 Appendix 1 – High Level Project Plan
- 9.2 Appendix 2 - Community Benefits

## Appendix 1 – High Level Project Plan

|  |                                      |
|--|--------------------------------------|
| <p><u>Planning Phase: Milestone 1</u></p> <p>Stakeholder workshops to co-ordinate works, finalise &amp; approve details of the solution whilst mitigating risk to business continuity.</p>   | <p>September –<br/>December 2021</p> |
| <p><u>Implementation Phase: Milestone 2 – Central Monitoring Facility</u></p> <p>A temporary control room to be fitted out, enabling the service to continue without disruption as retrofitting works are carried out in the CMF and a new video management system is installed.</p>   | <p>January – April 2022</p>          |
| <p><u>Implementation Phase: Milestone 3 – Cameras</u></p> <p>Roll out of camera replacements across the city, this is staggered to ensure that 92% of the cameras are operational as a minimum at any period. Downtime is not permitted during August due to the Fringe Festival, therefore replacement programme is on hold during this period.</p> | <p>April 2022 – September 2022</p>   |
| <p><u>Post-Implementation Phase: Milestone 4 – Testing</u></p> <p>Video Management System and each camera is tested for security, functionality and snagging.</p> <p>Project complete.</p>   | <p>September 2022</p>                |

## Appendix 2 - Community Benefits

### IP Video Surveillance System

| <b>Community Benefit Category: Employment and Skills</b>  |
|---|
| <ul style="list-style-type: none"><li>• <b>Community Benefits Required - 1</b></li></ul>                      |
| <ul style="list-style-type: none"><li>• Modern Apprentice- college leaver</li></ul>                           |
| <ul style="list-style-type: none"><li>• Promotion of job opportunities</li></ul>                              |
| <ul style="list-style-type: none"><li>• Work Experience - college leaver</li><li>• 2-week placement</li></ul> |

| <b>Community Benefit Category: Environment Improvements</b>  |
|--|
| <ul style="list-style-type: none"><li>• <b>Community Benefits Required - 2</b></li></ul>                                       |
| <ul style="list-style-type: none"><li>• Painting of CCTV Columns, as per specifications</li><li>• 10m in height x 27</li></ul> |

| <b>Community Benefit Category: Education &amp; Outreach</b>   |
|---|
| <ul style="list-style-type: none"><li>• <b>Community Benefits Required - 3</b></li></ul>  |
| <ul style="list-style-type: none"><li>• Construction Curriculum Support Activities</li><li>• 5 x 1 hours</li></ul>  |
| <ul style="list-style-type: none"><li>• Curriculum for Excellence Support</li><li>• Workshop in a School or Community Centre in Edinburgh</li><li>• 3 x 2 hours</li></ul> |

| <b>Community Benefit Category: Community Engagement</b>   |
|---|
| <ul style="list-style-type: none"><li>• <b>Community Benefits Required - 4</b></li></ul>  |
| <ul style="list-style-type: none"><li>• Area Tidy-up Campaigns</li><li>• 15 x 2 hours</li></ul>   |
| <ul style="list-style-type: none"><li>• Local Community charitable projects/events supported by staff volunteers 2-hour min. of volunteer support.</li><li>• 10 x 2 hours</li></ul> |

### Fibre Network

| <b>Community Benefit Category: Employment and Skills</b>  |
|---|
| <ul style="list-style-type: none"><li>• <b>Community Benefits Required - 1</b></li></ul>  |
| <ul style="list-style-type: none"><li>• Modern Apprentice</li></ul>   |
| <ul style="list-style-type: none"><li>• We will work with your education and lifelong learning departments to offer 2 structured 1-week work experience placements.</li></ul> |

### **Community Benefit Category: Education & Outreach**

- Commitment to funding and facilitating 2 school or college class visits to Open Street, educating pupils into how digital infrastructure is built, and giving them an insight in to engineering roles and career pathways.
- 77 primary schools in Edinburgh are already engaged with Barefoot (75%). In partnership with City of Edinburgh Council, we'll actively target the remaining 25% of schools who we haven't been able to engage with ensuring 100% coverage.

### **Community Benefit Category: Community Engagement**

- Co-design of one significant volunteering project with the Council each year of the contract in conjunction with your account team. Each project will be designed specifically to support the Council's community benefit objectives.

### **Community Benefit Category: Funding and Sponsorship**

- Sponsorship of two community training centres supporting digital inclusion (up to 30 individuals) in partnership with the Good Things Foundation. To help people with face-to-face support and training, predominantly aimed at older people and more vulnerable people.

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## Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

### Community Centres (update)

Executive/routine

Wards

Council Commitments [35](#)

#### 1. Recommendations

---

- 1.1 The Culture and Communities Committee is asked to:
  - 1.1.1 Note that the majority of Council supported community centres are open
  - 1.1.2 Note the current Coronavirus (Covid 19) guidance as it applies to community centres
  - 1.1.3 Note positive progress on the phased approach to safely extend the use of community centres in line with Scottish Government guidelines.

#### Julien Kramer

Interim Executive Director of Education and Children's Services

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## Community Centres (update)

### 2. Executive Summary

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- 2.1 This report outlines the present adaptation and renewal arrangements in community centres.
- 2.2 It highlights the positive successes of reopening and the extensive efforts of officers and management committees to achieve this.

### 3. Background

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- 3.1 The Council has 35 community centres, offering a wide range of community learning, information and leisure opportunities, which are highly valued by citizens and community groups across the city.
- 3.2 On [6 August 2020](#) the Council Policy and Sustainability Committee approved a process to enable Management Committees of CEC Community Centres to access centres for essential services. These were the hosting of essential voluntary or urgent public support services, such as food banks, homeless services, blood donation sessions, regulated childcare, access to retrieve equipment for outdoor youth work. Policy and Sustainability Committee of [10 November 2020](#) approved the addition of youth work (as defined by YouthLink Scotland) and community services that support vulnerable people. Approval to reopen centres for these purposes was on the basis that no Council resources were required.
- 3.3 Following a report to full Council on [24 June 2021](#) on Youth Work in Community Centres and other locations, Officers were asked to accelerate the pace of community centre reopening. A Task Group was set up by the Interim Director of Communities and Families, to support this acceleration and to identify any additional resources required to underpin the necessary building and layout assessments, ventilation, space planning (to support social distancing), Health and Fire safety risk assessments and additional Coronavirus (Covid 19) related cleaning.

- 3.4 The national position regarding Coronavirus (Covid-19) continues to evolve. Therefore, any programme arrangements put in place need to have the flexibility to adapt to changing circumstances and Public Health Guidance.

## 4. Main report

---

- 4.1 The Community Centre Task Group comprises Lifelong Learning Service locality and strategic officers, colleagues from Resilience, Health and safety, Fire safety, Business Support, Facilities Management, Interior & Environmental Design, Technical Operations, Environmental Services and Communications. The Task group identified additional resources to enhance the capacity of service teams to undertake extensive site visits across the city, the detailed planning, space planning and Health and fire safety risk assessments and method statements, the ongoing dialogue and communications with Management Committees.

Lifelong Learning Services Managers have worked with Management Committees to address health and fire safety issues highlighted in Centre site visits. They have supported them to ensure appropriate paperwork is in place to allow groups to resume and have provided the information and support they need to address the specific health and safety aspects Management Committees are responsible for.

- 4.2 The rigorous, forensic approach to building and facilities assessment revealed some issues at centres around ventilation (which is critical for air change to minimise virus transmission) and the suitability of some fixtures and fittings. These have not prevented partial use of these buildings. The Task Group secured additional resources such as CO2 Monitors, to support safe day to day public, staff and volunteer use of the centres.
- 4.3 In August 2021 the previous Coronavirus (Covid 19) guidance for the Community Learning and Development sector was archived on the Scottish Government website. The new guidance, [Coronavirus \(Covid 19\): universities colleges and community learning and development providers](#) reflects the national framework guidance at beyond level 0. The Council adopted the recommended careful, cautious and sensible approach, including maintaining one metre distancing in centres. Officers worked with Management Committees to review and update risk assessments at centres to reflect the changes.
- 4.4 It is worth noting that the Scottish Government guidance [Coronavirus \(Covid 19\): safer businesses and workplaces](#) also applies to creating a safe working environment in community centres.
- 4.5 The pace of community centre reopening has picked up significant momentum since the Task Group was established and the majority of the Council supported community centres are now open.

These include Leith, Jack Kane, South Bridge, Royston Wardieburn, Ratho, Clovenstone, Pentland, Goodtrees, Cameron House, Carrickvale, Magdalene, Sandys, South Queensferry, West Pilton, Craigentenny, Gilmerton, Kirkliston,

South Side, Valley Park, Inch, Gorgie Memorial Hall, Northfield, Juniper Green, Braidwood, Wee Moredun, Balerno, St Brides, Portobello, Rannoch and Tollcross.

The Management Committee has re-started a programme of activity at St Bride's but an issue has been identified with the ventilation in the main hall which has limited the use of this part of the building. Officers are working with the Management Committee to actively explore what action can be taken to address the lack of ventilation as a priority, and a specialist contractor has been engaged to provide advice on the options available. In the meantime, the main hall is being used for smaller groups so that the Management Committee can achieve some use of this important space.

Gate 55 is currently being used as a Symptomatic Test Centre (STC). The Fort's Management Committee (MC) resigned during the pandemic and Lifelong Learning Officers have been assisting in a process of transition.

Officers are working alongside the Bingham Management Committee to support them in the reopening of the Centre. It is hoped that this will take place as soon as possible, recognising that the Centre was shut for a period of time pre Covid. A progress update briefing has been issued separately for local members.

The Task Group is reaching out to two centres (Munro Centre and Colinton Mains) who may want to link in with the Council guidance and support available to other centres in the Community Centre programme.

- 4.6 Some of the additional support for reopening and associated costs are set out below:

Interior and Environmental Design Planning - £20,000.00

Signage and Personal Protective Equipment - £6,850.00

Skips (for clearance in line with H&S recommendation) - £9,500.00

CO2 Monitors – £14,000.00

- 4.7 Most of the current leases to the Management Committees date back to 1994 and require modernisation, particularly in relation to items such as the insurance clause, sub-leasing provisions, compliance with statute and Council use of the facilities. On [10 October 2019](#), Finance and Resources committee approved a consultation on draft Heads of Terms for more modern, standard leases. This consultation has been delayed by Covid however preparation is underway to start this consultation in June 2022.

## **5. Next Steps**

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- 5.1 Work will continue to support the safe development of activity and group programmes in community centres.
- 5.2 Preparation is underway to start a consultation on leases in June 2022.

## **6. Financial impact**

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- 6.1 Looking ahead, additional costs for the types of additional support highlighted in paragraph 4.6 above will be contained within existing budgets. However, wider

capital costs, such as those associated with mechanical ventilation, are likely to be significant and will be the subject of a further report to a future Finance and Resources Committee.

## 7. Stakeholder/Community Impact

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- 7.1 The leases consultation will involve dialogue with Management Committees.

## 8. Background reading/external references

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- 8.1 Scotland's route map - <https://www.gov.scot/collections/coronavirus-covid-19-scotlands-route-map/>
- 8.2 Community Centre Guidance (21 December 2020) – **now archived by Scottish Government** <https://www.gov.scot/publications/coronavirus-covid-19-multi-purpose-community-facilities---guidance/>
- 8.3 Community Centre Guidance (August 2021) , [Coronavirus \(Covid 19\): universities colleges and community learning and development providers](#)
- 8.4 Safer workplace guidance (August 2021) [Coronavirus \(Covid 19\): safer businesses and workplaces](#)

## 9. Appendices

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# Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

## Cemetery Strategy

|   |                  |
|---|------------------|
| Executive/routine<br>Wards<br>Council Commitments | Executive<br>All |
|---|------------------|

### 1. Recommendations

- 1.1 Culture and Communities Committee are asked to:
  - 1.1.1 Note the strategic objectives of the cemeteries service and the likely requirements of the Burial and Cremation (Scotland) Act 2016 regulations in 2022;
  - 1.1.2 Note that officers will engage with Committee members and key stakeholder groups on the creation of proposed draft Cemetery Management Rules and will bring these to Committee on 1 February 2022 to seek approval to commence public consultation;
  - 1.1.3 Note the update on Craigmillar Castle Park Cemetery and the financial analysis set out in paragraph 6.1.2 and notes that a report will be prepared for Committee when the funding options have been investigated; and
  - 1.1.4 Recognise the important contribution of Friends of Cemetery groups across the city and approve the guidance for Friends of Cemeteries Groups (Appendix 5).

**Paul Lawrence**

Executive Director of Place

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## Cemetery Strategy

### 2. Executive Summary

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- 2.1 This report updates Committee on implementation of the Burial and Cremation (Scotland) Act 2016 and the expectation that associated regulations will be implemented in 2022. The report also seeks approval to progress with development of Craigmillar Castle Park Cemetery (phase 2) and for the introduction of Friends of Cemetery Groups Guidance (Appendix 5).

### 3. Background

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#### City of Edinburgh Council Cemeteries

- 3.1 City of Edinburgh Council owns and operates 42 cemeteries, churchyards and burial grounds across the city (the locations are listed in Appendix 1). They occupy 77 hectares of ground, broken down into three categories (which each require different management strategies):
- 3.1.1 There are five historical city centre cemeteries;
  - 3.1.2 There are 23 non-operational cemeteries; and
  - 3.1.3 There are 14 operational cemeteries (where coffin interments still take place).
- 3.2 The responsibility for maintaining some cemeteries transferred to the Council from the Church of Scotland due to an Act in 1925 and, more recently, through the acquisition of several private cemeteries.
- 3.3 In recent years, the number of people making arrangements for funeral burials has reduced and it is estimated that the current capacity would be sufficient for the next eight years. However, if Ratho cemetery was removed from the calculation and cases where ground conditions could affect coffin interments are taken into account, this would reduce to five years. In addition, the locations of existing burial grounds may not be preferred by families. Therefore, with the city's population expected to increase, it is proposed to bring forward proposals to meet future demand.



## **Burial and Cremation (Scotland) Act 2016**

- 3.4 The Burial and Cremation (Scotland) Act 2016 brings new legislation into effect for the management of both crematoriums and burial grounds.
- 3.5 The [regulations](#) to support the implementation of the management of crematoriums have been enacted.
- 3.6 However, although the [Act](#) includes the management of burial grounds, the associated regulations have not yet been enacted. These are expected in 2022.
- 3.7 In preparation for the expected regulations for the management of burial grounds, this report sets out the Council's proposed approach and next steps.

## **Ensuring Cemeteries remain Safe Spaces**

- 3.8 In Edinburgh, a [Memorial Mason Registration Scheme](#) was introduced in 2006 following the death of a child in Newington Cemetery. This scheme continues to ensure that memorials are now constructed to the highest standard.
- 3.9 However, following the death of a child in 2015, [Burial Ground Memorial Safety: local government guidance](#) was introduced in 2019. This sets out the responsibilities for local authorities to carry out regular inspections and to keep records of the conditions in burial grounds.
- 3.10 In some cases, for safety reasons, memorial stones may need to be laid flat. This action is only taken when necessary and the Council will always seek to contact the memorial owner (who have responsibility for the memorial) wherever possible.

## **4. Main report**

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### **Cemetery Service – Strategic Objectives**

- 4.1 There are six strategic objectives of the cemetery service are provision of:
  - 4.1.1 Safe spaces;
  - 4.1.2 Poignant places of remembrance and reflection;
  - 4.1.3 Cemeteries, managed in compliance with Burial and Cremations (Scotland) Act 2016;
  - 4.1.4 Sufficient space for coffin interments;
  - 4.1.5 Environmental greenspace (linking to the Thriving Green Spaces project at present); and
  - 4.1.6 Managed cemeteries, including those within the historic world heritage site.
- 4.2 The implementation of these objectives is led by a Cemeteries team, working closely with colleagues from across the Council.

### **Condition Surveys**

- 4.3 As part of the Council budget in 2021/22 £4m was allocated to cemeteries and parks/greenspaces. Committee were updated on progress with condition surveys

on [15 June 2021](#) and approved progressing with works which were categorised as urgent and essential (provided these could be contained within the available budget and any additional funding secured).

- 4.4 Following the condition surveys, the total estimated cost of repairs to all category 1, 2 and 3 defects is £2.6m (a summary of these costs is provided in Appendix 2). A programme of works is underway, to address the most critical items (categories 1 and 2) at an estimated cost of £1.2m.
- 4.5 Boundary wall repairs, following partial collapses, are planned and underway at Buccleuch, East Preston Street and North Merchiston cemeteries.

#### **Safe Spaces – Additional Actions**

- 4.6 Updated health and safety warnings have been erected in all of the Council cemeteries, warning visitors of the inherent dangers within the cemetery. In addition, a new mobile application (app) will allow structural inspectors to record and photograph issues identified for compilation to improve surveillance and safety in cemeteries.
- 4.7 A recent Internal Audit highlighted a risk in respect of paper burial records. A workplan is currently being developed to allow a digitisation of burial records which will improve the records held by the Council moving forward.

#### **Implementing the Burial and Cremation (Scotland) Act 2016 Regulations**

- 4.8 It is expected that the Scottish Government will enact Burial Regulations in 2022. Thereafter, they will more closely monitor the way cemeteries operate. It is also expected that a management plan will be required for each cemetery and that they will be subject to regular inspection by a Scottish Government Burials and Cemeteries Inspector.
- 4.9 Preparation of cemetery management plans is underway. Service standards for each cemetery will be developed (to include, for example whether or not to trim around memorials, tree management and building management, and will be aligned with the [Parks and Greenspace Landscape Performance Quality Standards](#) (2017 version). Where active, Friends of Cemetery Groups will feed into the development of these standards.
- 4.10 In anticipation of a requirement to ensure that there are rules in place, it is proposed to begin engagement with Committee members and key stakeholder groups on draft Cemetery Management Rules, with the aim of bringing these to Committee on 1 February 2022 to seek approval to commence public consultation.
- 4.11 Following engagement, the draft rules will be prepared for Committee to approve for public consultation.

#### **City of Edinburgh Council Cemeteries Estate**

- 4.12 As set out in paragraph 3.3, it is important to ensure that the Council's cemeteries estate is sufficient to meet the needs of families who chose for their loved one to be interred in a Council burial ground.

### *Craigmillar Castle Park Cemetery*

- 4.13 In response to the Burial and Cremation (Scotland) Act 2016, the Council is required to provide one cemetery either on its own or with others. Therefore, it is possible for the Council to designate Craigmillar Castle Park as its sole cemetery.
- 4.14 A second phase of development at Craigmillar Castle Park cemetery has planning consent but has not yet been developed (the plan is shown in Appendix 4). It is estimated that it would cost around £0.850m to complete the cemetery and officers consider that it would be most cost effective to develop the whole of the approved plan, rather than doing so incrementally. This cost is currently included in the Council's capital budget as an unfunded allocation.
- 4.15 If this site was developed to capacity, this would meet the expected demand for coffin interments in the city for the next 25 years.
- 4.16 It is hoped that the development may be able to progress with a capital funding allocation in 2022/23 or through capital borrowing, however in the absence of this being confirmed, it is proposed to progress with a phase 2A, which would be developed as a Muslim section (the current Muslim sections at Craigmillar Castle Park Cemetery and at Portobello Cemetery are reaching capacity). (The cost of phase 2A is estimated to be £0.250m.)

### *City Plan 2030 and Developer Contributions*

- 4.17 However, the proposed City Plan 2030 (approved by Planning Committee on [29 September 2021](#) to progress for the statutory consultation period) sets out the desire to identify space for additional cemetery provision and it is expected that Section 75 developer contributions will contribute to the costs of development.
- 4.18 A summary of the feedback received on the City Plan 2030 in respect of cemeteries is included in Appendix 3.

### *Natural Burial Sites*

- 4.19 Alongside the work to identify space for additional cemetery provision, the Cemeteries team will also investigate the potential for providing other types of burials and burial sites (e.g. natural burial sites).

### *Pandemic Contingency Planning*

- 4.20 Committee is asked to note that, as part of pandemic contingency planning, capacity to carry out coffin interments in large numbers is limited to Gogar Cemetery and Craigmillar Castle Park (once phase 2 of development is complete).

### **Friends of Cemetery Groups**

- 4.21 There are 10 Friends of Cemetery Groups in the city at present: Dalry, Grange, Greyfriars, Morningside, Mortonhall Baby Rose Garden, Newington, North Merchison, St Cuthbert's and Warriston. South Queensferry is in the process of creating a committee.
- 4.22 To support the establishment of these groups, donations of between £1,000 and £3,000 have been provided to assist with the legal constitution of groups, insurance,

publicity materials/website development, gardening tools and purchasing grave markers. The funding for this has been secured from participation in a national scheme recycling metals recovered from the cremation process at Mortonhall Crematorium, with the written agreement of families. In total, €24,000 of donations have been shared by the Council's refinery partner directly with groups over the last two years.

- 4.23 The Friends of Cemetery groups provide excellent support to help maintain cemeteries to a higher standard and have contributed to improving the conditions within their local cemeteries. A number of these groups have active social media platforms which share information on their activities and wonderful photographs of the plants and wildlife that they nurture.
- 4.24 In addition, working with the Friends Groups, the cemeteries service has planted several thousand spring bulbs and have plans to plant new trees.
- 4.25 Committee is asked to recognise the Friends Groups for their enthusiasm and commitment.
- 4.26 A guidance document (Appendix 5) has been developed in consultation with and agreement of the Friends of Cemetery Groups to assist them in their operation. The guidance outlines the activities which can be safely carried out in Council cemeteries, activities which require the pre-approval of the Council and activities which cannot be carried out.

#### **Tour Guide Registration Scheme**

- 4.27 On [17 November 2020](#), Committee approved the introduction of a Cemetery Tour Guide Registration Scheme. The scheme came into effect on 1 June 2021 and now has 42 members.

#### **Historic Graveyards in the World Heritage Site**

- 4.28 Improved bronze name plaques have been introduced at the historic graveyards including Braille, English and Gaelic.
- 4.29 In addition, an interpretation panel has been added at Greyfriars along with contactless donation boxes and a text to donate option. The Greyfriars Kirkyard stakeholders' group are assessing the development of a conservation management plan to include how to fund ongoing repairs to deteriorating monuments.

## **5. Next Steps**

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- 5.1 If Committee approve the recommendations in this report:
  - 5.1.1 Investigate appropriate funding to progress the development of phase 2 at Craigmillar Castle Park Cemetery; and
  - 5.1.2 Implement the Friends of Cemeteries guidance.
- 5.2 Officers will also:
  - 5.2.1 Continue to develop management plans for the city's cemeteries;

- 5.2.2 Begin engagement with Committee on the development of Cemetery Management Rules;
- 5.2.3 Monitor the development and enactment of regulations to support the implementation of the Burial and Cremation (Scotland) Act 2016 and keep Committee updated on this;
- 5.2.4 Continue to encourage and support Friends of Cemeteries groups to be established and to work with those which are already established;
- 5.2.5 Continue to engage with the Planning service on City Plan 2030 and work to identify suitable sites and funding and investigate the options to accommodate natural burials in future; and
- 5.2.6 Work with Edinburgh World Heritage and others to protect and enhance the historic city centre cemeteries.

## **6. Financial impact**

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- 6.1 As set out above:
  - 6.1.1 The Council approved funding of £4m to improve the condition of the city's cemeteries and parks/greenspaces. A condition assessment has estimated it will cost £2.6m to address all of the category 1, 2 and 3 defects identified. A programme of works is underway, to address the most critical items (categories 1 and 2) at an estimated cost of £1.2m; and
  - 6.1.2 The cost to develop phase 2 of Craigmillar Castle Park cemetery is estimated to be £0.850m. This is currently unallocated in the Council's capital programme and therefore officers will investigate prudential borrowing to progress these works (if approved by Committee). If the full amount cannot be secured, in the short term, phase 2A may be implemented at an estimated cost of £0.250m; and
  - 6.1.3 As additional cemetery provision is identified, funding options will be investigated (including the potential to utilise Section 75 developer contributions).

## **7. Stakeholder/Community Impact**

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- 7.1 In preparing this report, there has been consultation with various Friends of Groups, Greyfriars Kirkyard Stakeholders Group, Edinburgh World Heritage, and the Planning and Archaeology services.
- 7.2 There may be equalities implications arising from these proposals if insufficient burial space is provided to meet the needs of all faith groups. The proposals are intended to maintain good health and safety, governance and regulatory compliance.

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

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8.1 None.

## **9. Appendices**

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9.1 Appendix 1 - List of City of Edinburgh Council Cemeteries.

9.2 Appendix 2 - Cemetery Repair and Maintenance Capital Cost Estimate.

9.3 Appendix 3 - City Plan 2030 Consultation - Cemetery Feedback.

9.4 Appendix 4 - Craigmillar Castle Park Phase 2 Plan.

9.5 Appendix 5 - Friends of Cemetery Groups Guidance.

**Appendix 1 - List of City of Edinburgh Council Cemeteries, Churchyards and Burial Grounds**

| <b>Historic City Centre</b> | <b>Operational</b>      | <b>Non-Operational</b>  |
|-----------------------------|-------------------------|-------------------------|
| Canongate                   | Comely Bank             | Buccleuch Churchyard    |
| Greyfriars                  | Corstorphine Hill       | Colinton Churchyard     |
| New Calton                  | Craigmillar Castle Park | Corstorphine Churchyard |
| Old Calton                  | Currie                  | Cramond Churchyard      |
| St Cuthbert's               | Grange                  | Currie Churchyard       |
|                             | Kirkliston Cemetery     | Dalmeny Churchyard      |
|                             | Liberton                | Dalry                   |
|                             | Morningside             | Duddingston Churchyard  |
|                             | Mortonhall              | East Preston Street     |
|                             | Portobello              | Gogar                   |
|                             | Ratho                   | Kirkliston Churchyard   |
|                             | Rosebank                | Liberton Churchyard     |
|                             | Saughton                | Mount Alvernia Convent  |
|                             | South Queensferry       | Newington               |
|                             |                         | North Leith             |
|                             |                         | North Merchiston        |
|                             |                         | Queensferry Vennel      |
|                             |                         | St Mary's Ratho         |
|                             |                         | St Triduana's Restalrig |
|                             |                         | Sciennes Jewish         |
|                             |                         | South Leith Churchyard  |
|                             |                         | Warriston               |
|                             |                         | Wauchope/Greendykes     |



## Appendix 2 – Cemetery Repair and Maintenance Capital Cost Estimate

| Name                    | Cat 1 Defects  | Cat 2 Defects     | Cat 3 Defects     | Total Estimated   |
|-------------------------|----------------|-------------------|-------------------|-------------------|
| Buccleuch               |                | £67,914           |                   | £67,914           |
| Old Calton              |                | £11,452           | £9,498            | £20,950           |
| Canongate               |                | £50,051           | £1,652            | £51,703           |
| Colinton                |                |                   | £17,611           | £17,611           |
| Comely Bank             | £8,260         | £9,360            | £62,220           | £79,841           |
| Corstorphine            |                |                   | £24,426           | £24,426           |
| Corstorphine Hill       |                | £246,677          | £6,873            | £253,550          |
| Craigmillar Castle Park |                | £13,409           | £12,846           | £26,256           |
| Cramond                 | £441           | £19,846           |                   | £20,287           |
| Currie Churchyard       |                |                   | £29,110           | £29,110           |
| Dalmeny Kirk            |                | £12,306           | £10,508           | £22,814           |
| Dalry                   |                | £33,037           | £210,227          | £243,264          |
| Duddingston             |                |                   | £7,599            | £7,599            |
| Ferrymuir Lane S Qferry |                | £104,163          | £24,613           | £128,776          |
| Gogar                   |                | £11,012           | £4,703            | £15,715           |
| Grange                  |                | £32,157           | £73,651           | £105,808          |
| Greyfriars Churchyard   | £2,202         | £75,641           | £20,461           | £98,304           |
| South Leith Kirkgate    |                |                   | £61,118           | £61,118           |
| Kirkliston              |                | £42,199           | £441              | £42,640           |
| Liberton                | £330           | £26,981           | £5,726            | £33,037           |
| Morningside             |                |                   | £74,579           | £74,579           |
| Mortonhall              |                | £71,470           | £7,984            | £79,454           |
| Mount Alvernia Convent  | £31,165        | £1,872            |                   | £33,037           |
| New Calton              |                | £39,563           | £2,993            | £42,556           |
| Newington               |                | £33,037           | £58,432           | £91,469           |
| East Preston Street     |                | £5,244            | £22,093           | £27,338           |
| North Leith             | £1,322         | £17,510           | £550              | £19,382           |
| North Merchiston        |                | £2,202            | £63,322           | £65,524           |
| Portobello              |                |                   | £126,539          | £126,539          |
| Queensferry Vennel      |                |                   | £11,360           | £11,360           |
| Ratho                   |                |                   | £14,514           | £14,514           |
| Rosebank                |                | £84,627           | £45,231           | £129,858          |
| Saughton                |                |                   | £41,737           | £41,737           |
| St Cuthbert's           |                | £62,551           | £47,463           | £110,013          |
| St Mary's Church        | £4,956         |                   | £34,199           | £39,155           |
| St Triduanas/Restalrig  | £8,898         |                   | £15,505           | £24,403           |
| Warriston               | £881           | £65,964           | £78,849           | £145,694          |
| Greendykes/Wauchope     |                | £18,612           | £881              | £19,492           |
| Sciennes Jewish         | £2,533         | £4,845            | £1,541            | £8,919            |
| Thriving Greenspaces    |                |                   | £144,000          | £144,000          |
| <b>Total</b>            | <b>£60,988</b> | <b>£1,163,702</b> | <b>£1,375,056</b> | <b>£2,599,747</b> |

**1G. We want City Plan 2030 to identify space for additional cemetery provision, including the potential for green and woodland burials.**

**Total responses – 816**

| Agree 76% (617)   | Disagree 24 % (199)   |  |
|---|---|--|
| Reasons for agreeing  | Reasons for disagreeing   | Comments / other issues raised   |
| <ul style="list-style-type: none"> <li>• Some representations give much stronger support to green and woodlands burial schemes compared to burial in a city cemetery as the former can also contribute to creation of diverse green spaces.</li> <li>• It is noted there has been an increase in non-traditional burials also.</li> <li>• Green and woodland burials will also help relieve any pressure on historic burial grounds.</li> <li>• Some also argue that there may be scope in some existing cemeteries currently closed to new burials for green and woodland burial sites, provided this does not impact on their value for encouraging wildlife and biodiversity.</li> <li>• A number of representations argue the cemeteries should be discouraged as there is limited space and cemeteries effectively sterilises land for hundreds of years.</li> <li>• Instead some argue cremations would save space and that memorial gardens should be provided with spaces for cremated remains. Making this a better known option and more easily available would encourage a lot more</li> </ul> | <ul style="list-style-type: none"> <li>• Cemeteries involve roads , buildings, car parks, fences etc that can urbanise green spaces and become visually intrusive.</li> <li>• Caution against identifying such space in a plan, as landowners may not bring it forward for such use. This is critical to avoid allocations in the plan which fail the effectiveness test in SPP.</li> <li>• Instead recommend a criteria based policy to allow providers to identify the sites most fit for purpose</li> <li>• Others recommend preference should first be afforded to land already vested with the Local Authority (including underused Open Space).</li> <li>• Green and/or woodland burial sites are not appropriate in urban or semi-rural, semi-urban locations. These would carry serious risks of vandalism.</li> <li>• There are contrary views on proposals for woodland burials, and there will be an ongoing challenge of sustaining the protection and maintenance of woodland burial sites.</li> </ul> | <ul style="list-style-type: none"> <li>• Unable to have a view about 'green and woodland' burials until the site location specification, design and infrastructure/ drainage requirements associated with these burials is fully specified.</li> <li>• The clarification of these specifications has now become urgent, as a result of increased demand for burials due to Covid 19.</li> <li>• Cemeteries need to be developed with great care to ensure contamination of ground water is not an unintended consequence. SEPA will work with City of Edinburgh Council to help identify suitable sites.</li> <li>• Green and woodland burials should be affordable to more people or even free, though it is argued these burials are for the wealthy within the city given space is limited.</li> <li>• Other methods for disposal of the dead are suggested, including; Human compost funerals are 'better for environment' (although others argue that "human composting" are macabre), Freeze blasting and a memorial tree planting scheme in parks to conserve space but also give place for loved ones to remember the</li> </ul> |

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**1G. We want City Plan 2030 to identify space for additional cemetery provision, including the potential for green and woodland burials.**

**Total responses – 816**

| Agree 76% (617)   | Disagree 24 % (199)     |   |
|---|-------------------------|---|
| Reasons for agreeing  | Reasons for disagreeing | Comments / other issues raised  |
| <p>people to choose, although some state many people already do not wish to be buried.</p> <ul style="list-style-type: none"> <li>• Others argue however that cremations are not environmentally friendly given CO2 is generated</li> <li>• Some support for green and woodland burials is contingent on where these are located. Some support them based on the presumption that these are located outwith the urban envelope or sensitively located within the urban area, although others state actual forest is not acceptable.</li> <li>• It is argued a range of carefully considered settings should be considered (including in the countryside) as this would maximise choice and reduce urban land used.</li> <li>• There are strong requirements for burial provision for some religions. There is however the practical problem that- space within towns has to be prioritised for the living.</li> </ul> |                         | <p>dead. Can also have more than one person buried on one site and/or bury the dead standing up. Graves should be biodegradable and have a lifespan of a time of mourning. Presently cemeteries are also a drain on finances for upkeep</p> <ul style="list-style-type: none"> <li>• New cemeteries should aim to more 'wild' as unkempt havens of nature where people can go and picnic and play amongst the stones.</li> <li>• Some argue however the public will feel uncomfortable with walking past burial sites and they would be at risk of vandalism in an openly accessible area. Also, to respect the families of the deceased then areas would need to be segregated to allow mourning away from joggers and kids playing and running about etc -</li> <li>• This is a pre-existing problem and should be the responsibility of City of Edinburgh Council. It should not be required as a developer contribution.</li> <li>• These should be located outside the city centre with good bus routes for access.</li> </ul> |

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**1G. We want City Plan 2030 to identify space for additional cemetery provision, including the potential for green and woodland burials.**

**Total responses – 816**

| Agree 76% (617)      | Disagree 24 % (199)     |  |
|----------------------|-------------------------|--|
| Reasons for agreeing | Reasons for disagreeing | Comments / other issues raised   |
|                      |                         | <ul style="list-style-type: none"> <li>• Convert current cemeteries and rebury current graves. This would allow rewilding of cemeteries or repurposing. Others strongly oppose digging it up and burying bodies</li> </ul> |





# Craigmillar Castle Park Phase 2A



# Friends of Cemetery Groups

## Operational Guidance

### Introduction

The City of Edinburgh Council own and operate 43 cemeteries, churchyards and burial grounds across the city. Some churchyards are hundreds of years old. St Cuthbert's, for example, dates back to around the 8th century and in 1562, Mary Queen of Scots gifted the land for Greyfriars to the Council. Church of Scotland churchyards were formally transferred into Council ownership by act of parliament in 1925. By the 1980's many of the private cemeteries established during the Victorian period had come to the end of their operational life and were compulsorily purchased after suffering significant neglect.

Many of Edinburgh's historic graveyards have now become full. The passing of time and demographic changes mean some graveyards no longer have the same strong familial links to the local community. Over the last century burials in Edinburgh have fallen from 100% of funerals to around 15% significantly reducing the income available to manage graveyards. Therefore, the creation and operation of Friends of Groups is very welcome.

### Guidance Objectives

This guidance will support volunteers in providing their discretionary energy to cemeteries, churchyards and burial grounds across the city with the objectives of:

- Strengthening links to the local community, to help bring the city's graveyards back to the centre of community life;
- Promoting their heritage, community memories, biodiversity, historical and educational values;
- Supporting public enjoyment and understanding of the graveyards by improving their amenity, appearance and condition;
- Recognising a graveyard's individual character.

### Guiding Principles

1. Recognise that families may still visit graves, therefore accord due respect to the deceased and their families.
2. Be welcoming to visitors and neighbours.
3. Comply with all Cemetery Management Rules.
4. Recognise that cemeteries can present significant health and safety risks from toppling memorials, boundary walls, gates, trees and other structures and undertake appropriate risk assessments in advance of a work task.
5. Adopt best practice guidance when working on site.
6. Protect and enhance the historic landscape, built heritage and biodiversity to promote a Thriving Greenspace.
7. Contact Bereavement Services before initiating a new work task<sup>1</sup> and advise timeously any issues of concern.
8. Recognise that the City of Edinburgh Council has ownership of the land.



## Operational Activity Guidance

| Tasks Supported  | Notes & Links                                |
|--|--|
| <p><b>Trees</b></p> <ul style="list-style-type: none"> <li>• Removal of small self-sown saplings from poor positions</li> <li>• Clearance of fallen branches, leaf litter</li> <li>• Monitoring and evaluation of condition</li> </ul>   |  |
| <p><b>Vegetation Management</b></p> <ul style="list-style-type: none"> <li>• Removal of ivy from gravestones, walls and structures, except where to do so would be hazardous or would disturb birds during the nesting season</li> <li>• Reduction of the level of weeds such as brambles, nettles, thistles, sticky-willie, rosebay willow herb, Himalayan balsam</li> <li>• Weeding</li> <li>• Collecting up grass cuttings</li> </ul> | <p>The Wildlife and Countryside Act 1981</p> |
| <p><b>New Planting</b></p> <ul style="list-style-type: none"> <li>• Introduction of suitable and varied planting, in line with Council recommendations, to enhance biodiversity and amenity</li> </ul>   |  |
| <p><b>Wildlife</b></p> <ul style="list-style-type: none"> <li>• Monitoring and recording</li> </ul>  |  |
| <p><b>Education &amp; Engagement</b></p> <ul style="list-style-type: none"> <li>• Promoting knowledge of the history and ecology of the graveyard for example by creating guidebooks</li> <li>• Conducting guided tours to encourage donations to the group</li> <li>• Assisting the public to identify and visit graves</li> <li>• Conducting workshops</li> </ul>  |  |
| <p><b>Gravestones &amp; Monuments</b></p> <ul style="list-style-type: none"> <li>• Minimal cleaning of grave markers in accordance with guidelines</li> <li>• Recording</li> <li>• Monitoring and evaluation of surface condition</li> <li>• Assisting and supporting Commonwealth War Graves Commission in their work and participating in commemoration ceremonies.</li> </ul>   |  |
| <p><b>General Tidying</b></p> <ul style="list-style-type: none"> <li>• Litter picking</li> <li>• Cleaning signage, benches &amp; other furniture</li> <li>• Sweeping steps, drainage gutters</li> </ul>  |  |

| Tasks Requiring Specific Consent  | Notes & links  |
|---|--|
| <b>Wildlife</b> <ul style="list-style-type: none"> <li>Installation of wildlife support such as bat boxes, hedgehog houses, insect boxes, beehives etc. supported by locational plan</li> </ul>             |  |
| <b>Vegetation</b> <ul style="list-style-type: none"> <li>Tree planting</li> <li>Use of light power tools such as strimmers after completion of risk assessment and appropriate training of users</li> </ul> |  |
| <b>Gravestones, Monuments or other Structures</b> <ul style="list-style-type: none"> <li>Commissioning professionals to re-erect, reinstate or repair</li> </ul>  |  |
| <b>Site furniture</b> <ul style="list-style-type: none"> <li>Installation of compost bins, tool sheds, benches, signage etc.</li> <li>Painting of ironwork</li> </ul>                                       |  |
|   |  |
| Tasks not supported   | Notes  |
| <ul style="list-style-type: none"> <li>Use of industrial machinery such as chainsaws</li> </ul>   | Notify Bereavement services of any tree issues so they can deal with this on your behalf     |
| <ul style="list-style-type: none"> <li>Application of chemical herbicides or pesticides</li> </ul>  | Notify Bereavement Services of invasive vegetation so they can deal with this on your behalf |
| <ul style="list-style-type: none"> <li>Disturbance of bird nesting sites during the breeding season, bats, badgers etc.</li> </ul>  |  |
| <ul style="list-style-type: none"> <li>Lifting gravestones</li> </ul>   |  |
| <ul style="list-style-type: none"> <li>Human Remains</li> </ul>   | Contact Bereavement Services without delay   |

## Contacts

|   |  |
|---|--|
| <p>Bereavement Services<br/>Mortonhall<br/>30b Howdenhall Road<br/>Edinburgh EH16 6TX</p> <p>Email <a href="mailto:bereavement@edinburgh.gov.uk">bereavement@edinburgh.gov.uk</a></p> | <p>Operational Manager Jane Matheson<br/>Team Leader Gareth Edwards<br/>Bereavement Officer Alan Thomson</p> <p>Telephone 0131 664 4314<br/>Out of Hours 0131 200 2000</p> |
|---|--|

# Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

## Update on the Cultural Strategy Diversity Programme

|   |   |
|---|---|
| Executive/routine<br>Wards<br>Council Commitments | Routine<br>All<br><a href="#">2,15,46</a> |
|---|---|

### 1. Recommendations

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- 1.1 It is recommended that Committee:
- 1.1.1 Acknowledges the continued progress of the Diversity Programme through developing the network of ethnically diverse artists and creatives based in Edinburgh; and creating programmes, initiatives and opportunities that respond to the needs of the network;
  - 1.1.2 Notes the partnerships developed with local arts, culture and community organisations with the aim of increasing visibility and representation of ethnically diverse artists and creatives, their work and narratives across the sector; and promoting the importance of diversity and inclusion principles in the workplace and in decision-making processes as well as creating pathways into balanced collaboration and co-curation;
  - 1.1.3 Agrees further monitoring of the introduction and implementation of sector Diversity and Inclusion Plans and a review and potential revision of the general and organisation-specific Equalities Diversity and Inclusion (EDI) priorities;
  - 1.1.4 Agrees to mainstream the Diversity Programme following the conclusion of the partnership funding agreement with Creative Scotland in March 2022; and
  - 1.1.5 Notes that a final Diversity Partnership Programme Report will be prepared in April 2022.

**Paul Lawrence**

Executive Director of Place

Contact: Beata Skobodzinska, Diversity Officer  
 E-mail: [beata.skobodzinska@edinburgh.gov.uk](mailto:beata.skobodzinska@edinburgh.gov.uk)

## Update on the Cultural Strategy Diversity Programme

### 2. Executive Summary

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- 2.1 Continued support has been provided to ethnically diverse artists and creatives since the commencement of the Diversity Officer's post with the Culture Service in September 2019.
- 2.2 This report is the second comprehensive update on the programme of activities and projects planned, developed and delivered with the aim of ensuring greater visibility and recognition of the diversity of people and narratives in Edinburgh's arts and culture sector. It has also increased cross-sector partnership working and dialogue surrounding diversity and inclusion in the arts and culture sector in Edinburgh.
- 2.3 Given the evident success of the programme to date, the report recommends that the Diversity programme is mainstreamed following the conclusion of the Creative Scotland partnership funding at the end of March 2022.

### 3. Background

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- 3.1 The first update on the Cultural Strategy Diversity Programme was presented to Committee in [November 2020](#).

### 4. Main report

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- 4.1 This update reports developments and activities undertaken in the delivery of the Cultural Strategy Diversity Programme since October 2020 and provides detailed information surrounding direct and online engagement with the programme stakeholders including ethnically diverse artists and creatives, culture organisations, community entities and partners such as Creative Scotland, Creative Edinburgh, Edinburgh College, Queen Margaret University, University of Edinburgh, the British Council, Arts and Business Scotland, consulates and embassies.
- 4.2 The Diversity Officer programme has been a partnership project with Creative Scotland. Therefore, Council funding has supported successful ethnically diverse work and communities over the last two years through both this partnership-funded post and its role in the delivery of our new mainstream flexible funding programmes

including two years of the Diversity and Inclusion fund, alongside recovery funding for local festivals and events.

- 4.3 The Diversity programmes of support have offered networking, exchange, collaboration and professional development opportunities for over 700 individuals and organisations who have attended monthly meetings, online gatherings and training sessions. They have also showcased work at an industry event as well as received funding, recruitment and project development opportunities via an email service and a social media group.
- 4.4 Meeting notes and solicited and unsolicited feedback from events, training sessions and meetings have been collated, and informed further activity planning and delivery. The information gathered has led to better understanding of the recipients' demographics and geographical representation across the city. Monthly and quarterly reports can be viewed at [Cultural Strategy Diversity Programme page](#)
- 4.5 The programme also provides guidance and training to local arts and culture organisations to support them in their efforts to create more diverse and inclusive boards, teams and working environments through the development and implementation of diversity plans and unconscious bias training. It has built platforms for dialogue and partnership working between ethnically diverse artists and creatives, arts and culture, and community organisations.
- 4.6 The Flexible Fund, of which the Diversity and Inclusion Grant Programme: Collaboration, Research and Development Fund was one of the named strands, was approved by Committee in [June 2019](#). An update on the selection of the fund recipients was shared with members in [May 2021](#) and can be found at Appendix 1. A summary of the activities of the programme is included in Appendix 2.
- 4.7 The Diversity Programme should be continued to ensure its long-term impact and further engagement with the independent artists and creatives as well as small, medium and large arts and culture organisations.
- 4.8 Having laid strong foundations for dialogue, networking and introducing new programmes and approaches promoting greater diversity and inclusion across the sector, the retention of the Diversity Programme would be instrumental to supporting the implementation of the Council's Business Plan and the Culture Service focus on Equalities, Diversity and Inclusion and well-being in the sector.
- 4.9 While focusing on the practical implications for increasing visibility and recognition of Edinburgh-based ethnically diverse artists and creatives, the programme connects with the Council's greater sectoral collaboration and partnerships principle and creates cross-sectoral connections with educational, international / diplomatic, and commercial entities.
- 4.10 Given the positive impact and benefits of the programme to date, it is recommended that the programme is mainstreamed, following the conclusion of the Creative Scotland partnership funding at the end of March 2022. The resources for this will be identified from within the Culture Strategy service budget.

## 5. Next Steps

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5.1 The period to end March 2022 of the Cultural Strategy Diversity Programme will focus on:

### **Monitoring and Reporting;**

- 5.1.1 2020 and 2021 Diversity and Inclusion Fund – liaising with grant recipients, monitoring the outcomes and delivery outputs and analysis of the funding impact on individuals, organisations and the local arts and culture sector;
- 5.1.2 First and Second edition of the Professional Development Training Programme – reporting on the programme outcomes and the impact of the governance programme on increasing representation across the sector; and
- 5.1.3 Review and revision of EDI guidelines and plans adapted by revenue funded organisations in dialogue with EDI and community engagement officers.

### **Projects and Programmes in Development**

- 5.1.4 Industry conference gathering artists, creatives and legislators in partnership with Queen Margaret University – planning conference programme and activities aimed at exploring pathways to increasing representation of minority ethnic artists and narratives in the mainstream arts and culture programming and cultural provision in Edinburgh and beyond.
- 5.1.5 Third edition of the Professional Development Programme with the focus on creative practice and skills sharing is in development with the aim of providing greater collaboration and exchange opportunities as well as structural and business support to ethnically diverse individuals and organisations.
- 5.1.6 Future Now Collective of Young Artists and Creatives – supporting the development of a forum of young artists and creatives from all backgrounds to create structures that reflect the societal makeup of Edinburgh as well as exploring effective approaches to ensure all voices are heard and people represented. The forum would serve as an example of an inclusive and representative entity in the arts and culture sector that gives a voice to young artists and creatives that influences decision making and helps to shape directions of change and further development in programming, audience engagement and access. The forum could also act as an advisory group for consultation and input to programmes and projects going forward.

### **Communications and Consultations**

- 5.1.7 Network of Artists, Creatives, Arts/Culture and Community Organisations – liaising with the network members, reaching out to new potential

partners and beneficiaries and consulting relevant groups on further plans and activities.

- 5.1.8 Online Directory of Edinburgh's Ethnically Diverse Artists and Creatives – developing a user-friendly tool that promotes local ethnically diverse artists and creatives and allows programmers, curators and other artists and creatives to access information on creative practice and contact details. This could also encourage greater collaboration and partnership across the sector.

### **Facilities**

- 5.1.9 Rehearsal and Office Space – continued use of facilities at St Margaret's House and exploring further options and opportunities for accessing professional spaces by ethnically diverse artists and creatives.

## **6. Financial impact**

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- 6.1 The programme is co-funded by Creative Scotland with partnership resources of £50,000 over two years.
- 6.2 The Council costs are met from the Culture Service budget.
- 6.3 The activities outlined in this report are developed with the aim of supporting ethnically diverse artists and creatives towards further networking, collaboration and employability opportunities in the arts and culture sector. The funds are allocated towards individual, project and network development to ensure greater career progression and work development for the benefit of the artists and creatives, communities and the local arts and culture sector.
- 6.4 There is no financial risk associated with any of the activities.
- 6.5 The Culture Service currently allocates £33,600 for the programme, therefore a further £33,600 will be identified from within the Culture Strategy service budget for the programme to be mainstreamed.

## **7. Stakeholder/Community Impact**

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- 7.1 The activities outlined have been developed in response to the needs expressed by the ethnically diverse artists and creatives who attended the Ethnically Diverse Artists and Creatives meetings as well as a result of discussions with the arts and culture industry members and other stakeholders, including Creative Scotland, Creative Edinburgh, Edinburgh College, Queen Margaret University, The University of Edinburgh, EPAD, The British Council, Arts and Business Scotland, Edinburgh Art Festival, The Edinburgh Festival Fringe Society, Imagine UK, Awards for All Scotland, Community Shares Scotland, WHALE Arts Centre, Craigmillar Now, Magnetic North Theatre Company, Cutting Edge Theatre Company, SCO (Youth



Advisory Council), Take One Action Film Festival, Starcatchers, Prewired+ and Scottish Documentary Institute.

- 7.2 The programmes developed and delivered offer free access to facilities as well as professional networks and programmes. The Flexible Fund Diversity and Inclusion Grant Programme (£100,000) offered financial incentives to 115 individuals (artists, creatives, producers) and bring further development opportunities to 330 project beneficiaries / participants.
- 7.3 The second edition of the Professional Development Programme offered 120 individual places for ethnically diverse artists and creatives to participate in the governance, leadership, business, working internationally and film making training.
- 7.4 The activities developed promoting greater diversity, inclusion and representation across the arts and culture sector are in line with equalities policies implemented on the local and national level, including [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#), [The public sector equality duty in Scotland](#), [The Equality Act 2010](#), and [The equality, diversity, and rights framework 2017 to 21](#). The Flexible Fund Diversity and Inclusion Grant Programme was allocated as a result of the city's Culture Plan to deliver wider access to Council cultural funding opportunities and continues the Council's core role in ensuring Edinburgh is a city of creative opportunities. Our cultural activity and offer continues to be a crucial contribution to the city's success as an exceptional place to live and work.
- 7.5 Sustainability in the arts and culture sector is addressed and reflected in discussions and programmes developed as part of the programme plan.

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

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- 8.1 [Diversity Officer Updates and Reports](#) (click on the document to scroll through to all updates)
- 8.2 [2020 Professional Development Programme Feedback Report](#)

## **9. Appendices**

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- 9.1 Appendix 1: Diversity and Inclusion Fund recipients May 2021.
- 9.2 Appendix 2: Summary of Activities.

## Diversity and Inclusion Fund recipients May 2021

In line with the commitment to promoting ethnically diverse artists' and creatives' greater opportunities, visibility and representation across the arts and culture sector, the City of Edinburgh Council's Culture Service had allocated the remaining Diversity and Inclusion Fund resources to support freelance practitioners in collaboration, research and development as well as production projects.

This funding had been allocated as a result of the city's Culture Plan to deliver wider access to Council cultural funding opportunities and continues the Council's core role in ensuring Edinburgh is a city of creative opportunities. Our cultural activity and offer continues to be a crucial contribution to the city's success as an exceptional place to live and work. The City of Edinburgh Council's Culture Service is committed to promoting stronger collaboration, developing new partnerships and creating new funding streams for the culture sector in Edinburgh.

The Diversity and Inclusion (Collaboration, Research and Development) Fund was aimed at supporting independent artists and creatives who wished to further their creative activity in partnership with other freelancers and continue collaborations, develop new projects or promote individual practice via digital media.

Following the panel assessment meeting on 22 March 2021, the City of Edinburgh Council's Culture Service had released a further £10,000 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.

### Successful Projects:

- 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. [Grant award: £2,400]
- Flavia D'Avila, Catherine Bisset and Jaïrus 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. [Grant award: £825]
- 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. [Grant award: £2,000]
- 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'. [Grant award: £2,500]

- 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. [Grant award: £1,200]
- 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. [Grant award: £1,075]

Project grants 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 assessment and awards process.

### Summary of Activities

#### Networking

Regular online meetings were reinstated from September 2020 following a period of Covid-19 lockdown and limited opportunities to engage with the network members in person. These meetings focused on reconnecting artists to their peers and other industry representatives. The meetings also allowed for engagement with other ethnically diverse artists and creatives as well as discussing programming practice, opportunities as well as diversity and inclusion plans across a variety of visual and performing arts organisations.

Regular quarterly meetings with the Council funded Strategic Partners were suspended due to the impact of the pandemic on the employment levels across all organisations. Online meetings with the revenue funded organisations and funders were reintroduced in May 2021 as part of the Professional Development Programme. The Diversity Officer provided support to revenue funded organisations and other arts and culture organisations regarding Diversity and Inclusion Plans developed by organisations in the interim.

[Edinburgh BAME Network Email Service](#) (currently 207 subscriptions, including artists and creatives, arts and culture organisations, and community venues and organisations) launched in December 2019. It has served as a platform for exchanging information on professional development training and career opportunities, board membership opportunities, funding opportunities, calls for project partnerships and engagement opportunities, and so on.

[Edinburgh BAME Artists and Creatives Facebook Group](#) (currently 493 subscriptions), launched in October 2019. It has served as a platform for members to share projects and ideas, promote engagement opportunities and better engage with one another.

‘Colouring In’ – online networking sessions: developed with co-facilitators and hosted between September 2020 and February 2021. These sessions offered an alternative format of informal, non-binding and relaxed creative sessions that provide participants with an opportunity to meet other artists and creatives from Edinburgh; reflect on their creative practice; and design a collective ethnically diverse artist profile.

#### Funding

**Six research and development projects** have been funded via the Culture Service Diversity and Inclusion Fund, which launched on 15 January 2021 with a deadline of 26 February 2021. The Fund created an exceptional opportunity to support development projects designed by ethnically diverse artists based in Edinburgh and provided a platform for increasing the visibility of diverse narratives across the industry. Awarded projects and artists are presented in [the Award Recipients Report](#).

The Diversity Officer has also supported the development of guidelines, devising assessment procedures, hosting information sessions, and facilitating feedback meetings for the [Local Cultural Festivals and Events Fund](#) and [Creative Community Partnerships Fund](#). Both funds have noted a considerable proportion of ethnically diverse applicants.

## **Performance and Engagement**

[Edinburgh Multicultural Festival](#) hosted its second edition online between October 2020 and May 2021 producing 14 clips featuring 17 artists and ensembles sharing music, dance, poetry and animation. A detailed report from the delivery of the online programme can be found at [2020/21 Edinburgh Multicultural Festival Report](#).

The 2021 LIVE! Programme edition was hosted on 1, 2 and 3 October 2021 at Granton:hub, PASS Theatre (Edinburgh College) and Starbank Park (Newhaven). This year's festival offered creative writing and visual literacy workshops, poetry, dance and new work showcase events as well as intimate and outdoor music experiences curated with audiences across age groups, backgrounds and identities. The festival featured 35 visual and performance artists and a further 10 bands as well as eight filmed stories told by local artists and creatives reflecting on their artistic practice and living in Edinburgh available at the festival website. The festival also commissioned new work filmed as part of the project funded by Creative Scotland available at [Edinburgh Multicultural Festival YouTube Channel](#).

**An Online Discussion Panel on Diversity in Arts and Culture at Edinburgh College** formed part of Employability Week on 28 April 2021. This event was joined by ethnically diverse industry representatives addressed visibility and representation of ethnically diverse artists and diverse narratives.

## **Projects and Programmes**

[The Council's 2nd Edition of Professional Development Training Programme](#) in Governance, Funding and Fundraising, Digital Marketing, and Public Relations and Communications for Ethnically Diverse Artists/Creatives based in Edinburgh opened for registrations in May 2021.

Freelance and associated facilitators representing Creative Scotland, Queen Margaret University, Awards for All, Community Shares Scotland, the Council (Culture Service), and Scottish Documentary Institute delivered 13 online workshop sessions.

In addition, four Networking Meetings were hosted to enable informal conversations between mainstream organisations such as Creative Scotland, Edinburgh Art Festival, the Edinburgh Festival Fringe Society, Imagine UK, Creative Edinburgh, EPAD, the Edinburgh International Film Festival, and Artlink. 112 attendees, some repeat, participated in the sessions and a further 48 received access to workshop materials as registered participants.

WHALE Arts Centre, Craigmillar Now, Magnetic North Theatre Company, Cutting Edge Theatre Company, SCO (Youth Advisory Council), Take One Action Film Festival, Starcatchers and Prewired+ expressed their interest in the second edition of the Governance and Board Membership Programme.

The online governance workshops participants will attend monthly one-hour group mentoring sessions to discuss any issues or insights arising from their first six months as board members.

The participants of the first edition of the Governance and Board Membership joined the boards of Capital Theatres, Just Festivals, North Edinburgh Arts, Edinburgh Printmakers,

and Out of the Blue. One of the participants was also tasked with establishing the Youth Advisory Board to the Board of Capital Theatres.

As part of the professional training offer, 16 ethnically diverse artists and creatives were offered free of charge access to Creative Edinburgh's 2021 [Raise Your Game – A Digital Skills Programme for the Future](#) workshops and mentorship programme.

A proposed legacy project promoting minority ethnic artists from EU countries providing an opportunity to creatively approach relations between Scotland and Europe was discontinued due to lack of funding.

The Diversity Officer supports the meetings of **The Edinburgh Colonialism and Slavery Legacy Review Group** which is tasked with drafting recommendations regarding statues and street names in Edinburgh with links to colonialism and slavery by assisting with drafting the safeguarding policy and public consultation to be published in late October 2021.

The Diversity Officer also attends the meetings of **Granton Waterfront** regeneration cultural strategy steering group delivering the further development of cultural activity in the area and providing more opportunities to local artists and creatives to ensure talent retention and increased and improved provision to local residents.

### **Facilities**

Rehearsal Space at St Margaret's House (Edinburgh Palette) has been offered free of charge to BAME artists, creatives and organisations for booking between late October and late December 2021 following the easing of restrictions.

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# Culture and Communities Committee

10.00am, Tuesday 16 November 2021

## Participatory Budgeting: Progress Update – referral from the Finance and Resources Committee

Executive/routine  
Wards  
Council Commitments

### 1. For Decision/Action

---

- 1.1 The Finance and Resources Committee has referred a report on Participatory Budgeting: Progress Update to the Culture and Communities Committee for information.

**Stephen S Moir**

Executive Director of Corporate Services

Contact: Emily Traynor, Assistant Committee Officer  
Legal and Assurance Division, Corporate Services Directorate  
Email: [emily.traynor@edinburgh.gov.uk](mailto:emily.traynor@edinburgh.gov.uk)

# Referral Report

## Participatory Budgeting: Progress Update

### 2. Terms of Referral

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- 1.1 On 7 October 2021, the Finance and Resources Committee considered a report which agreed the principles set out within the Council's Participatory Budgeting (PB) framework.
- 1.2 The Finance and Resources Committee agreed:
  - 1) To agree the principles set out within the Council's Participatory Budgeting (PB) framework.
  - 2) To note that whilst reprioritisation of the Council's activity in response to the COVID pandemic had affected the scope and timing of PB projects, it is anticipated that spend equal to at least 0.32% of the national 1% target would be achieved in 2021/22.
  - 3) To note that a number of further projects to increase the scope of current PB activity for subsequent years are being explored with relevant service areas.
  - 4) To agree that specific proposals be brought back to the Finance and Resources Committee early in the new year for consideration as part of setting the Council's 2022/23 revenue and capital budgets.
  - 5) To refer the report to the Culture and Communities Committee for information.
  - 6) To note that, according to PB Scotland "Participatory Budgeting (PB) is about local people having a direct say in how public money is spent.
  - 7) To note that the Scottish Government policy statement on PB says "Participatory budgeting (PB) is a democratic process in which citizens decide directly how to spend part of a public budget."
  - 8) To note that the revised 2021 PB Framework from COSLA and the Scottish Government says "The fundamental principle of Mainstream PB, and what sets it apart from other forms of community engagement and budget consultation, is that decision making must lie with the people and communities who will be directly affected by the service area or budget".

- 9) To agree therefore that in preparing further proposals outlined in 1.1.4 above and in tracking the implementation of PB projects, a clear distinction must be maintained between projects where the decision on spend was directly made by community stakeholders; and those where the decision was more generally influenced by community stakeholders.
- 10) To further agree that proposals should be able to demonstrate how they meet the criteria set out in the PB Charter.

## **2. Background Reading/ External References**

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- 2.1 [Finance and Resources Committee – 7 October 2021 - Webcast](#)
  - 2.2 Minute of the Finance and Resources Committee of 7 October 2021
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## **3. Appendices**

- 3.1 Appendix 1 – report by the Executive Director of Corporate Services

# Finance and Resources Committee

10.00am, Thursday, 7 October 2021

## Participatory Budgeting: Progress Update

|   |                  |
|---|------------------|
| Executive/routine<br>Wards<br>Council Commitments | Executive<br>All |
|---|------------------|

### 1. Recommendations

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- 1.1 Members of the Finance and Resources Committee are recommended to:
  - 1.1.1 agree the principles set out within the Council's Participatory Budgeting (PB) framework;
  - 1.1.2 note that while reprioritisation of the Council's activity in response to the COVID pandemic has affected the scope and timing of PB projects, it is anticipated that spend equal to at least 0.32% of the national 1% target will be achieved in 2021/22;
  - 1.1.3 note that a number of further projects to increase the scope of current PB activity for subsequent years are being explored with relevant service areas;
  - 1.1.4 agree that specific proposals be brought back to the Finance and Resources Committee early in the new year for consideration as part of setting the Council's 2022/23 revenue and capital budgets; and,
  - 1.1.5 refer this report to the Culture and Communities Committee for its information.

#### **Stephen S. Moir**

Executive Director of Corporate Services

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## Participatory Budgeting: Progress Update

### 2. Executive Summary

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- 2.1 Following agreement between the Scottish Government and CoSLA that all Councils will work towards allocating 1% of their budgets by means of Participatory Budgeting (PB), this report sets out a proposed framework to guide the Council's PB activity, current activity in 2021/22 and plans to increase this in 2022/23 and subsequent years.

### 3. Background

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- 3.1 The Council's Business Plan reflects a clear desire to adopt PB more widely across the Council as part of a broader commitment to increase community empowerment. This builds on the Coalition Agreement in 2017 which set an ambition to become a leading council in Scotland for community engagement through allocating 1% of the Council's discretionary budget through PB.
- 3.2 The Scottish Government and COSLA subsequently reached a framework agreement to work towards allocating a sum equal to 1% of external revenue funding (based on the 2021/22 Local Government Finance Settlement a target of around £8.2m for the Council) through PB.
- 3.3 While the target is defined with reference to the revenue settlement, "qualifying" spend can be identified through either the revenue or capital budget and include Housing Revenue Account-related activity. While not prescribed by the national agreement, it is proposed that the level of qualifying expenditure is recorded as it is incurred, rather than at the point it is approved (this is particularly relevant for capital projects which may span more than one year).
- 3.4 The Scottish Government/COSLA framework agreement was initially to be achieved by the end of 2021 but due to the COVID-19 pandemic, a more flexible approach has now been agreed in terms of timescales but with an emphasis on demonstrable year-on-year progress. This flexibility includes how PB is defined, leaving this to each council to specify. Progress against the 1% target will be subject to aggregated annual Scotland-wide reporting through COSLA.

## 4. Main report

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4.1 In March 2020, the Corporate Leadership Team (CLT) identified a number of budget areas which could be prioritised for progressing participatory budgeting approaches. These included Localities/Neighbourhood Environmental Programme (NEP), Pupil Equity Fund (PEF), Parks and Greenspace, Road Safety and Early Years.

4.2 The follow-up work to develop the associated strategic proposals was, however, paused due to the pandemic but has restarted in recent months.

### **Council's proposed approach to PB**

4.3 A Council-specific PB Framework (included as Appendix 1) has now been drafted to support the development of a programme of activity across the Council. This framework sets out the principles underpinning the Council's proposed approach and how PB coverage will be extended to include mainstreaming and commissioning activity.

4.4 The approach recognises the flexibility provided by the Scottish Government in defining PB and focuses, in particular, upon the importance of deliberative dialogue with communities in shaping and influencing the decision-making process. This builds upon the current approach to PB, such as the format of £eith Chooses, whilst recognising that the precise form of this deliberative dialogue needs to be tailored to a wider mainstreaming and commissioning environment.

### **PB activity in 2021/22**

4.5 In recent years, most of the investment in housing estates has been delivered through Neighbourhood Environmental Projects (NEPs), with the key focus of capital investment being in existing and new-build homes. Delays in implementation due to COVID-19 have resulted in an underspend that has increased the size of the programme planned for delivery in 2021/22 and 2022/23.

4.6 Given the nature of the deliberative dialogue (consistent with the Council's PB framework) underpinning the identification and formulation of this year's projects, total PB-related spend in this area of £2.569m is anticipated in the current financial year.

4.7 This sum is in addition to the £0.049m of planned spend through the £eith Chooses project in 2021/22. Taken together, this £2.618m of spend through PB represents a sum equal to 0.32% of the 1% target for 2021/22.

4.8 The Council has also recently submitted a funding bid for the refurbishment of the existing Cairntow site as part of the Scottish Government's (SG) Gypsy/Traveller Accommodation Fund, with the outcome of the bid expected in mid-October. These proposals, totalling £4.3m, have been tenant-led, with the residents actively shaping the proposed design and layout of the site, landscaping and boundary treatments. Subject to the result of this funding bid and, where applicable, identification of alternative funding sources, these budgets would further contribute to the 1% target in 2021/22 and subsequent years.

## **Building on current practice and developing new PB projects in key areas 2022/23 onwards**

- 4.9 The precise extent of the budget scope to be guided through PB activity still requires to be quantified and agreed with the areas agreed by CLT and would form part of on-going development across all Council services, with the detail of the proposed programme brought to the Finance and Resources Committee in the new year for consideration as part of setting the Council's 2022/23 revenue and capital budgets. Indicative estimates are, however, of a PB programme totalling £4m in 2022/23.

### **Neighbourhood Environmental Programme (NEP)**

- 4.10 As noted above, further spend, informed by extensive deliberative dialogue, is anticipated in 2022/23. A review of current NEP arrangements is, however, underway and this may influence upon the specific process adopted in subsequent years.

### **Road Safety**

- 4.11 There is an opportunity to involve key stakeholders more explicitly in the design of safer and more sustainable routes to school, with relevant spend of up to £9m anticipated over a five to six-year period. Delivery is anticipated to begin from 2022/23, subject to the confirmation of relevant internal and external funding. PB in this area would, however, be developed in such a way as to take appropriate account of established delivery timelines of relevant projects.

### **Pupil Equity Funding**

- 4.12 Use of PB expenditure in PEF is increasingly being promoted nationally with possible opportunities to extend this to other areas of expenditure, as part of a longer-term development of PB-based approaches within schools.

### **Area-based regeneration**

- 4.13 There may furthermore be opportunities over the medium to longer term, as part of a more holistic approach, to involve the community more actively in helping shape change and improvement in their own neighbourhoods, supporting wider area-based regeneration ambitions and improving the quality of life for those who live there.

### **Other areas**

- 4.14 In addition to the initiatives above, it is anticipated that further "qualifying" spend will be incurred during 2022/23 through £10m Chooses, as well as (subject to further discussion with the service area) potential opportunities within Parks and Greenspace and Early Years provision.

### **Associated staffing and related support requirements**

- 4.15 Despite previous SG PB-funded programmes providing 12% support costs for projects, the SG/CoSLA framework agreement does not specifically provide resource to support local progress on PB. Whilst the support costs associated with the current year's activity can be contained within existing resources, resources for the medium to long term will need to be identified as part of costed project plans.



## 5. Next Steps

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- 5.1 Subject to Committee's agreement to the broad principles set out within the Council's framework, discussions will continue with relevant services to develop proposals for further initiatives, with these brought to the Finance and Resources Committee for consideration in the new year as part of setting the Council's 2022/23 revenue and capital budgets.

## 6. Financial impact

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- 6.1 The proposed approach to PB focuses first and foremost on *how*, rather than where, available funding is spent and, as such, is not about identifying a separate and/or additional resource. There are, however, some areas of expenditure that cannot be influenced or changed by public choices, such as historic borrowing costs and sums linked to pre-existing contracts.
- 6.2 As noted above, staffing and other related resources for the medium to long-term development of PB will need to be identified as part of costed project plans.

## 7. Stakeholder/Community Impact

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- 7.1 PB offers the potential to achieve better outcomes for individuals and communities by involving and engaging local people in having a direct say in how public money is spent in their community. Resources are allocated through a process of community participation in the decision-making process, in order to meet identified local need.

## 8. Background reading/external references

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- 8.1 [Community Choices: Participatory Budgeting in Scotland: Framework for the operation of the 1% target for Local Authorities \(2021 Update\)](#), COSLA/Scottish Government, June 2021.

## 9. Appendices

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- 9.1 Appendix 1 - Proposed Participatory Budgeting Framework
- 9.2 Appendix 2 - Timeline of planned activity

**Appendix 1 – Timeline of planned activity**

|  | Sept         | Oct          | Nov | Dec | Jan          | Feb          | March | April | May | June                                    | July |  |
|--|--------------|--------------|-----|-----|--------------|--------------|-------|-------|-----|---|------|--|
|  | 2021         |              |     |     | 2022         |              |       |       |     |   |      |  |
| <b>2021/22 projects</b>  |              |              |     |     |              |              |       |       |     |   |      |  |
| Neighbourhood Environmental Projects (NEPs), 2021/22                             | [Yellow bar] |              |     |     |              |              |       |       |     |   |      |  |
| £eith Chooses - planned event  |              |              |     |     | [Yellow bar] |              |       |       |     |   |      |  |
| Gypsy/Traveller Accommodation Fund - bid outcome known                           |              | [Yellow bar] |     |     |              |              |       |       |     |   |      |  |
| Progress update to Finance and Resources Committee                               |              | [Yellow bar] |     |     |              |              |       |       |     |   |      |  |
| <b>2022/23 projects</b>  |              |              |     |     |              |              |       |       |     |   |      |  |
| Discussion with service areas on potential opportunities for roll-out in 2022/23 | [Yellow bar] |              |     |     |              |              |       |       |     |   |      |  |
| Approval of 2022/23 projects as part of Council budget-setting                   |              |              |     |     |              | [Yellow bar] |       |       |     |   |      |  |
| Neighbourhood Environmental Projects (NEPs), 2022/23                             |              |              |     |     |              |              |       |       |     | <b>Draft list of projects developed</b> |      |  |
| Roll-out of agreed PB-based initiatives  |              |              |     |     |              |              |       |       |     | [Yellow bar]                            |      |  |

## Appendix 2 - Participatory Budgeting Framework

### 1. Aims

The Council believes that participatory budgeting (PB) is one of the key ways to achieve successful change and continuous improvement in the provision of Council services. The Council wishes to increase community participation and open up more inclusive ways of working with citizens, people with lived experience, families, carers and service providers in shaping services so that shared decision-making becomes the norm.

### 2. Definition

- a. Participatory budgeting helps to achieve better outcomes for individuals and communities by involving and engaging local people in having a direct say in how public money is spent in their community. Resources are allocated through a process of community participation in the decision-making process, in order to meet identified local need.
- b. Adoption of a PB-based approach can contribute positively to the following outcomes:
  - Developing a more engaged community;
  - Empowering local individuals and community groups, particularly those traditionally excluded or suffering from inequalities;
  - Increasing community cohesion;
  - Strengthening local democracy;
  - Improving quality of life;
  - Devolving decision making to meet locally defined need; and
  - Supporting effective service design.

### 3. Origins and Background to PB

PB was introduced in Porto Alegre, Brazil in 1988 with the aim of decentralising administrative power by widening participation at a local level. In Edinburgh, PB has been used as an approach to distribute funding since 2010, starting with small grants funding and expanding to other areas such as the Neighbourhood Environment Programme and the Health and Social Care Change Fund.

The Community Empowerment (Scotland) Act 2015 aims to help to empower community bodies through the ownership or control of land and buildings and by strengthening their voices in decisions about public services. The Community Choices Fund was introduced by the Scottish Government in 2014 as a way to expand opportunities for local people to be involved in decisions on local spending priorities and has so far allocated approximately £8m in funding for the development of PB in Scotland.

### 4. Operation of the 1% target for Local Authorities

In October 2017, a framework was developed and agreed by the Scottish Government and COSLA, stating that at least 1% of local government budgets would be subject to participatory budgeting by the end of 2020/21. This agreement, and the associated timeline for implementation, have subsequently been revised to recognise the impact of the COVID-19 pandemic upon local government, people and communities.

The 1% target is calculated with reference to the element of councils' net expenditure requirement that is met other than from Council Tax which is seen already to be a directly- and locally-accountable tax. In the Council's case, this annual target equates to around £8.2m, based on the Local Government Finance Settlement for 2021/22. While calculated with reference to revenue funding, both revenue and capital expenditure can contribute towards meeting the target.

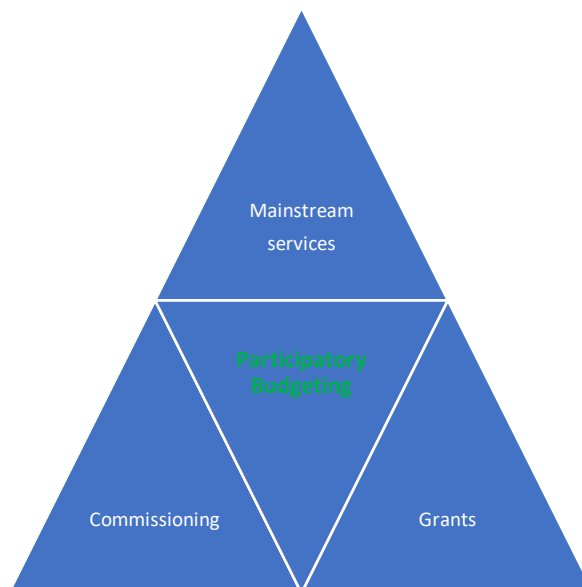
It is important to emphasise that PB focuses first and foremost on *how*, rather than where, available funding is spent and, as such, is not about identifying a separate and/or additional resource. There are, however, some areas of expenditure that cannot be influenced or changed by public choices, such as historic borrowing costs and sums linked to pre-existing contracts.

During 2020/21, most planned PB activity across councils was directly impacted by the work needed to respond to the pandemic, resulting in delays in meeting the target. Whilst the joint commitment between the Scottish Government and councils in allocating at least 1% via PB firmly remains, there is now a degree of flexibility available to councils as to when they can practicably meet it. The Council will consider, within

its own local context, how and when the target will be met and report regularly to elected members and communities on its progress.

## 5. Scope of PB activity

Three main areas have been identified as being within scope for PB as shown in the diagram below.



### (i) Grants

Grants are funds given for particular projects or to meet a particular need in the community. This has been the traditional historic focus of PB projects and the Council has developed considerable experience in the successful delivery of a number of grant-based initiatives, including £eith Chooses. Given the comparatively modest size of grants budgets relative to the Council's overall expenditure, however, there is a need to expand the approach to consider how citizens' voices can better influence the allocation of existing resources across frontline services.

### (ii) Mainstream services

Mainstream PB enables the direct participation of citizens in local financial decision-making, resource allocation and service design, moving beyond allocating individual budgets or identifying separate budgets for community engagement and consultation. It can be used alongside other models of community engagement as part of a strategic approach to advancing participatory democracy alongside representative democracy and public sector reform.

There are also several wider benefits to local democracy associated with running mainstream participatory budgeting. It can help to improve the democratic process by widening participation and re-invigorating the role of local authorities, local councillors and civic society. It can contribute to the effectiveness of public spending by improving the way money is invested by increasing the knowledge available to the local authority when undertaking service planning.

As shown in the diagram below, PB should be empowering of local communities, inclusive of diverse groups not traditionally involved in decision-making, focused upon dialogue and deliberation as part of decision-making and result in meaningful outcomes for local communities and people.



(iii) **Commissioning (services designed to meet the needs of specific end users)**

Input into all parts of the commissioning cycle by communities is widely recognised to deliver better outcomes overall. By recognising the involvement of communities in decision making the Council is recognising the value in the skills, knowledge and experience that communities bring, including that awareness of local activity and need. By sharing the decision-making from the beginning of the process, communities are transformed from passive recipients of services into communities with power over the resources for their community. Done well, participatory budgeting can improve service outcomes and transform communities into equal partners in designing and delivering services. To do so, the Council needs to provide accessible processes and support participation by offering a range of accessible ways in which they can contribute, enabling them to work in reciprocal relationships with professionals and with each other.

## 6. The Council's approach to PB

A continuous programme of PB-based activity will be developed, based on an analysis of opportunities. This approach will not be prescriptive, likely involving a combination of the above approaches, and focus first and foremost on ensuring local people have a greater say and influence in funding decisions that directly affect them.

## 7. Learning and Development

While considerable progress has been made in recent years, PB remains an evolving approach in giving communities a direct voice in how elements of public money are spent. The Council will continue to participate actively in development of this national framework whilst tailoring, where appropriate, these principles to the local context.

The Council will strive to raise awareness, develop and support officers, communities and relevant partners to deliver effective and empowering PB processes.

## 8. Evaluation and Review

As with PB itself, evaluation of the approach is evolving. At this stage, however, it is anticipated that the Council's evaluation will include, as appropriate to the specific project(s) involved,:

- Total expenditure, and by extension proportion of total budget (as calculated in accordance with national framework), allocated through PB with a view to demonstrating year-on-year progress in its coverage;
- Percentage votes cast as a proportion of eligible participants;
- Percentage of residents rating PB process as good or very good; and
- Percentage of individuals reporting improved involvement in decision-making.

The evaluation will also compare planned to actual delivery of project outcomes and take account of external reviews, internal reviews and wider best practice.

## Culture and Communities Committee

10.00am, Tuesday, 16 November 2021

### Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 – referral from the Governance, Risk and Best Value Committee

Executive/routine  
Wards  
Council Commitments

#### 1. For Decision/Action

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- 1.1 The Governance, Risk and Best Value Committee has referred the attached report to the Culture and Communities Committee for information.

**Stephen S. Moir**  
Executive Director of Corporate Services

Contact: Emily Traynor, Assistant Committee Officer  
Legal and Assurance Division, Corporate Services Directorate  
E-mail: [emily.traynr@edinburgh.gov.uk](mailto:emily.traynr@edinburgh.gov.uk)

# Referral Report

## Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021 – referral from the Governance, Risk and Best Value Committee

### 2. Terms of Referral

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- 2.1 On 21 September 2021, the Governance, Risk and Best Value Committee considered a report on the outcome of the Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021.
- 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 11 August 2021;
  - 2.2.2 To approve that a further three-month extension date be applied to all open IA findings, recognising the ongoing impacts of Covid-19 and other priorities and challenges currently faced by the Council;
  - 2.2.3 To note management commitment to the implementation of the governance and assurance model and ensuring appropriate ongoing focus on closure of all high rated findings, and all findings that are more than one year overdue; and,
  - 2.2.4 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.

### 3. Background Reading/ External References

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- 3.1 Minute of the Governance, Risk and Best Value Committee – 21 September 2021

### 4. Appendices

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Appendix 1 – report by the Head of Audit and Risk / Chief Internal Auditor

# Governance, Risk and Best Value Committee

10:00am, Tuesday, 21 September 2021

## Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021

Item number

Executive/routine

Executive

Wards

Council Commitments

### 1. Recommendations

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- 1.1 It is recommended that the Committee:
- 1.1.1 notes the status of the overdue Internal Audit (IA) findings as at 11 August 2021;
  - 1.1.2 approves the recommendation that a further six-month extension date is applied to all open IA findings, recognising the ongoing impacts of Covid-19 and other priorities and challenges currently faced by the Council;
  - 1.1.3 notes management commitment to implementation of the governance and assurance model and ensuring appropriate ongoing focus on closure of all high rated findings, and all findings that are more than one year overdue; and,
  - 1.1.4 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**

Head of Audit and Risk / Chief Internal Auditor

Legal and Assurance Division, Corporate Services Directorate

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## Internal Audit: Overdue Findings and Key Performance Indicators as at 11 August 2021

### 2. Executive Summary

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#### **Progress with Closure of Open and overdue Internal Audit findings**

- 2.1 The overall progress status for closure of overdue IA findings remains amber (stable with limited change).
- 2.2 This is supported by closure of an increased number of IA findings and management actions in the current period, with 24 findings (3 open and 21 overdue) and 95 management actions closed following review by IA in comparison to 18 findings (5 open and 13 overdue) and 68 management actions closed in the previous quarter (10 February to 27 April 2021).
- 2.3 This is further supported by a decreasing trend in the proportion of open IA findings that are overdue (KPI 3 in Appendix 1); improvement in the proportion of findings between three and six months overdue (KPI 9); and a decrease in the proportion of overdue management actions (KPI 14).
- 2.4 This progress is offset by a decrease in the proportion of findings and management actions submitted to IA by management for review and closure (KPIs 4 and 15); an increasing trend in findings less than three months and more than six months overdue; and an increase in the number of management actions where the latest implementation date has been missed.
- 2.5 This confirms that ongoing focus is required on closure of findings that are more than one year overdue, and ensuring that open findings and supporting management actions do not miss their agreed implementation dates.
- 2.6 Further detail on the monthly trends in open and overdue findings is included at Appendix 1.

#### **Current position as at 11 August 2021**

- 2.7 A total of 96 open IA findings remain to be addressed across the Council as at 11 August 2021. This excludes open and overdue Internal Audit findings for the Edinburgh Integration Joint Board and the Lothian Pension Fund.
- 2.8 Of the 96 currently open IA findings:

- 2.8.1 a total of 45 (47%) are open, but not yet overdue;
  - 2.8.2 51 (53%) are currently reported as overdue as they have missed the final agreed implementation dates. This reflects an increase of 4% in comparison to the April 2021 position (63%).
  - 2.8.3 78% of the overdue findings are more than six months overdue, reflecting an increase of 8% in comparison to April 2021 (70%) with 25% aged between six months and one year and 53% more than one year overdue.
  - 2.8.4 evidence in relation to 3 of the 51 overdue findings is currently being reviewed by IA to confirm that it is sufficient to support closure; and,
  - 2.8.5 48 overdue findings still require to be addressed.
- 2.9 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 48, reflecting a decrease of 16 when compared to the April 2021 position. This excludes the four-month date extension that was applied to reflect the impact of Covid-19.

### **Proposed Solutions**

- 2.10 Whilst a four month extension date was applied to all open IA findings and supporting management actions reflecting the initial impacts of Covid-19, management has subsequently confirmed that this was not sufficient to fully reflect the ongoing impacts of the pandemic.
- 2.11 It is therefore proposed that a further six month extension is applied to all open IA findings and actions, reflecting the ongoing impacts of the Covid-19 and current Council priorities and challenges as services resume; new ways of working are defined and implemented; and senior leadership review outcomes are implemented.
- 2.12 The impact of the six-month extension is that completion dates for all 45 open findings that are not currently overdue will be extended by six months, and the eleven findings that are currently less than six months overdue will revert to open with completion dates extended by six months.
- 2.13 In the interim, management has committed to ensuring appropriate ongoing focus on closure of all high rated findings, and all findings that are more than six months overdue.
- 2.14 This approach should also provide sufficient time for effective implementation of the new governance and assurance model that was discussed at the August Committee in response to the 2020/21 IA annual opinion.

### **Key Performance Indicators**

- 2.15 The IA key performance indicator (KPI) dashboard was not applied during the 2020/21 plan year as the Council continued to focus on its Covid-19 resilience response.

- 2.16 As advised in the June 2021 Committee paper, ongoing monitoring of IA key performance indicators (KPIs) supported by monthly reporting to the Corporate Leadership Team (CLT) and quarterly reporting has been reinstated to support delivery of the 2021/22 IA annual plan.
- 2.17 Reintroduction of ongoing monitoring of KPIs should also address the Committee request to ensure that audits are carried out in line with the timescales set out in the agreed audit plan.
- 2.18 Reintroduction of KPIs has confirmed that action is required to ensure that services are aware of the KPIs that apply to the audit process and engage proactively with IA to ensure that any potential impacts that could cause delays are identified and effectively managed.

### **3. Background**

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#### **Overdue IA Findings and Management Actions**

- 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.

### **IA Key Performance Indicators**

- 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 (KPI) document that was designed to monitor progress of both management and Internal Audit with delivery of the Internal Audit annual plan.
- 3.10 A motion and addendum agreed at Committee in August 2021 requested that audits should be carried out in line with the timescales set out in the agreed audit plan.

## **4. Main report**

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- 4.1 As at 11 August 2021, there are a total of 96 open IA findings across the Council with 51 findings (53%) now overdue.
- 4.2 The movement in open and overdue IA findings during the period 27 April (reported to GRBV in June 2021) to 11 August 2021 is as follows:

| <b>Analysis of changes between 27/04/2021 and 11/08/2021</b> |                             |              |               |                             |
|--|-----------------------------|--------------|---------------|-----------------------------|
|  | <b>Position at 27/04/21</b> | <b>Added</b> | <b>Closed</b> | <b>Position at 11/08/21</b> |
| <b>Open</b>  | 100                         | 20           | 24            | 96                          |
| <b>Overdue</b>   | 63                          | 9            | 21            | 51                          |

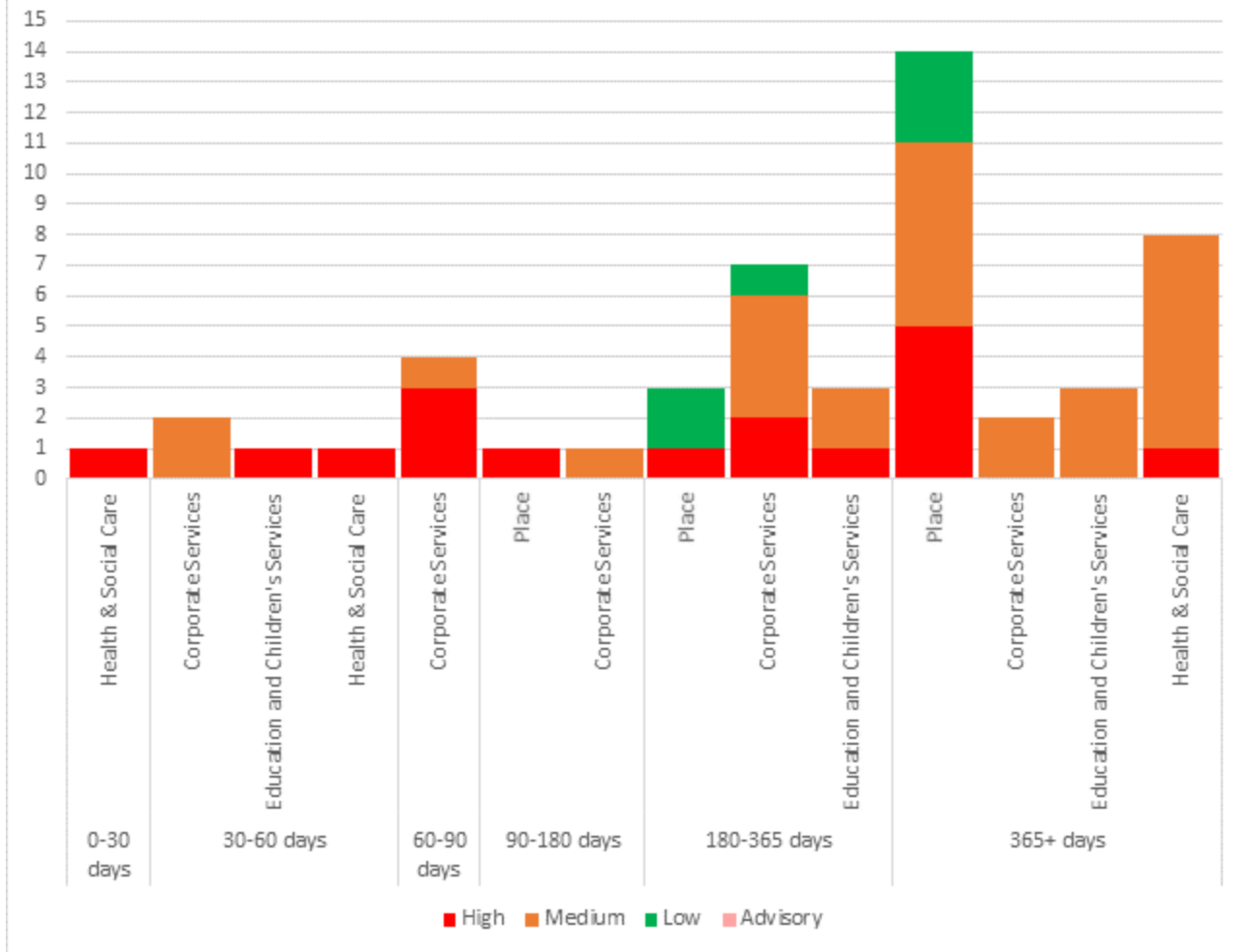
### **Overdue Findings**

- 4.3 The 51 overdue findings comprise 17 High; 28 Medium; and 6 Low rated findings.
- 4.4 However, IA is currently reviewing evidence to support closure of 3 of these findings (1 High and 2 Medium), leaving a balance of 48 overdue findings (16 High; 26 Medium; and 6 Low) still to be addressed.

### **Overdue findings ageing analysis**

- 4.5 Figure 1 illustrates the ageing profile of all 51 overdue findings by rating across directorates as at 11 August 2021:

**Fig1: Aged Overdue Findings by Ratings across Directorates**



4.6 This analysis of the ageing of the 51 overdue findings outlined below highlights that Directorates made good progress in the last quarter with resolving findings overdue between three and six months, as the proportion of those findings has significantly decreased. However, this is offset by an increase in the proportion of findings overdue for less than three months; overdue between six months and one year; and findings overdue for more than one year.

- 9 (18%) are less than 3 months (90 days) overdue, in comparison to 10% as at April 2021;
- 2 (4%) are between 3 and 6 months (90 and 180 days) overdue, in comparison to 20% as at April 2021;
- 13 (25%) are between 6 months and one year (180 and 365 days) overdue, in comparison to 19% as at April 2021; and,
- 27 (53%) are more than one year overdue, in comparison to 51% as at April 2021.

## **Management Actions Closed Based on Management's Risk Acceptance**

- 4.7 During the period 27 April 2021 to 11 August 2021 eight 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:
- 4.7.1 Corporate Services - Communications - Controls over access to Social Media Accounts (Medium) - Management has explored the feasibility of allocating unique user ID and profiles to operate social media accounts and discounted it as it was cost prohibitive. Management has therefore accepted the risks associated with the use of generic shared user IDs, making it difficult to trace any potentially adverse social media content or activity to a particular employee.
  - 4.7.2 Health and Social Care - Emergency Prioritisation & Complaints (Medium) - Management has accepted the residual risk of potential manual errors when recording response times. The process is semi-automated via the Jontek application which records the time of the call and the responder's call from the citizen's home and is supported by paper-based records completed by responders.
  - 4.7.3 Corporate Services - Customer and Digital Services - Digital Services Change Initiation (Medium) - Management has accepted the risks associated with not implementing bespoke service levels for complex change requests, as this is not possible within the terms of the CGI partnership agreement.
  - 4.7.4 Corporate Services - Customer and Digital Services - CGI Partnership Management and Governance (Medium) - Management has accepted the risks associated with the limited change and security key performance indicators included in the CGI partnership agreement as it is not possible to change these under the terms of the existing contract.
  - 4.7.5 Corporate Services - Customer and Digital Services - Council oversight of CGI subcontract management (Medium) - Management has accepted the residual risk that sub-contractors providing critical high value services for the Council are not identified and reclassified by CGI; that no formal supplier management arrangements are applied by CGI across these sub-contractors; and that poor supplier performance in relation to critical services is not proactively managed. A quarterly report will be sourced from CGI detailing any changes to sub-contractor services that will inform any category change required to key sub-contractors.
  - 4.7.6 Corporate Services - Customer and Digital Services - Ongoing Dacoll supplier management (Low) - Management has accepted this risk until April 2023 which is when the next discussion regarding a contract extension is due. Additionally, there are no guarantees that Dacoll (a key sub-contractor responsible for the Council's local area networks and end user infrastructure)

supplier performance arrangements will be enhanced as part of these discussions. Current supplier performance issues with Dacoll have been escalated by Digital Services to CGI.

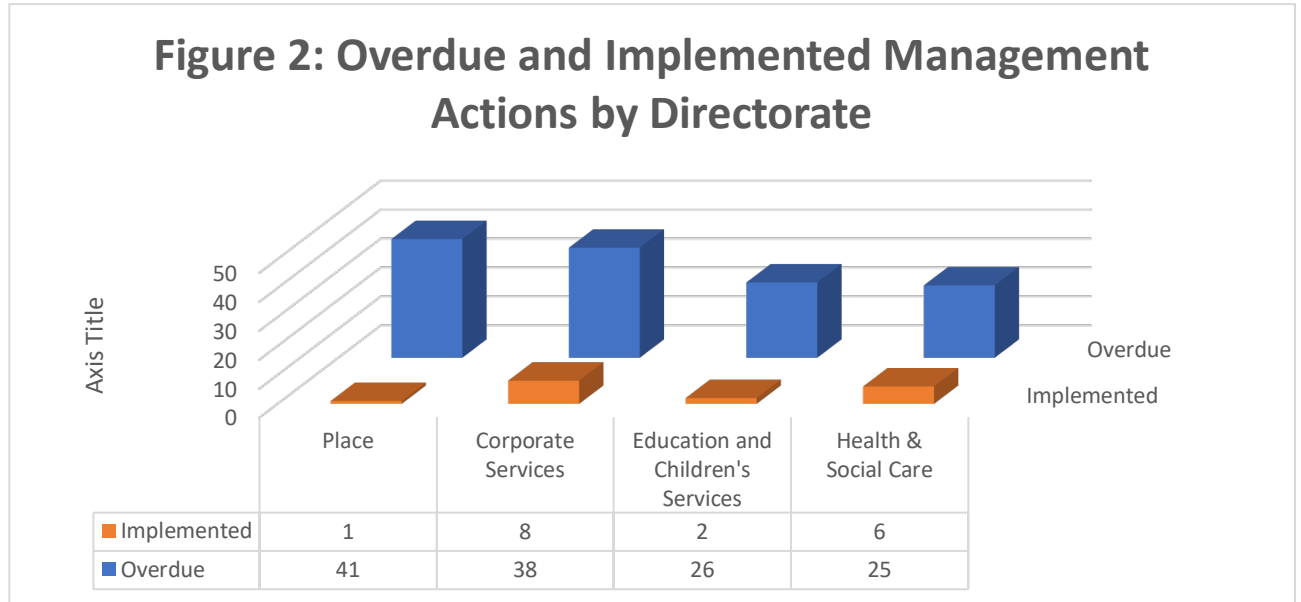
- 4.7.7 Corporate Services - Customer and Digital Services - Out of Support Technology and Public Sector Network Accreditation: Public Services Network governance arrangements (Low) - Management has accepted the residual risk associated with this finding that security risks (that could potentially impact both PSN and Cyber Essentials plus accreditation) identified, recorded, and managed by CGI on behalf of the Council are not currently flowing through into the Council's risk management process. Digital Services has confirmed that this will be addressed in future through the Council's Cyber and Information Security Steering Group risk register. The risk has been closed on the basis the residual risk is low; is within appetite; and that PSN and Cyber Essentials plus accreditation has been received, although this will need to be addressed in future to support implementation of the refreshed operational risk management framework.
- 4.7.8 Place - Waste and Cleansing Services - Performance Management Framework (Low) - Management has accepted the residual risk of not providing a clear link to the Scottish Government's Code of Practice on Litter and Refuse guidance on all customer street cleansing communications. The link has been made available via the Council's website; however management has advised that no direct street cleansing communications issued to customers.

### **Agreed Management Actions Analysis**

- 4.8 The 96 open IA findings are supported by a total of 233 agreed management actions. Of these, 130 (56%) are overdue as the completion timeframe agreed with management when the report was finalised has not been achieved. This reflects a 3% decrease from the April 2021 position (59%).
- 4.9 Of the 130 overdue management actions, 17 have a status of 'implemented' and are currently with IA for review to confirm whether they can be closed, leaving a balance of 113 to be addressed.
- 4.10 Appendix 2 provides an analysis of the 130 overdue management actions highlighting:
- their current status as at 11 August 2021 with:
    - 17 implemented actions where management believe the action has been completed and it is now with IA for validation;
    - 108 started where the action is open, and implementation is ongoing; and
    - 5 pending where the action is open with no implementation progress evident to date.
  - 70 instances (54%) where the latest implementation date has been missed; and

- 48 instances (37%) where the implementation date has been revised more than once.

4.11 Figure 2 illustrates the allocation of the 130 overdue management actions across Directorates, and the 17 that have been passed to IA for review to confirm whether they can be closed.

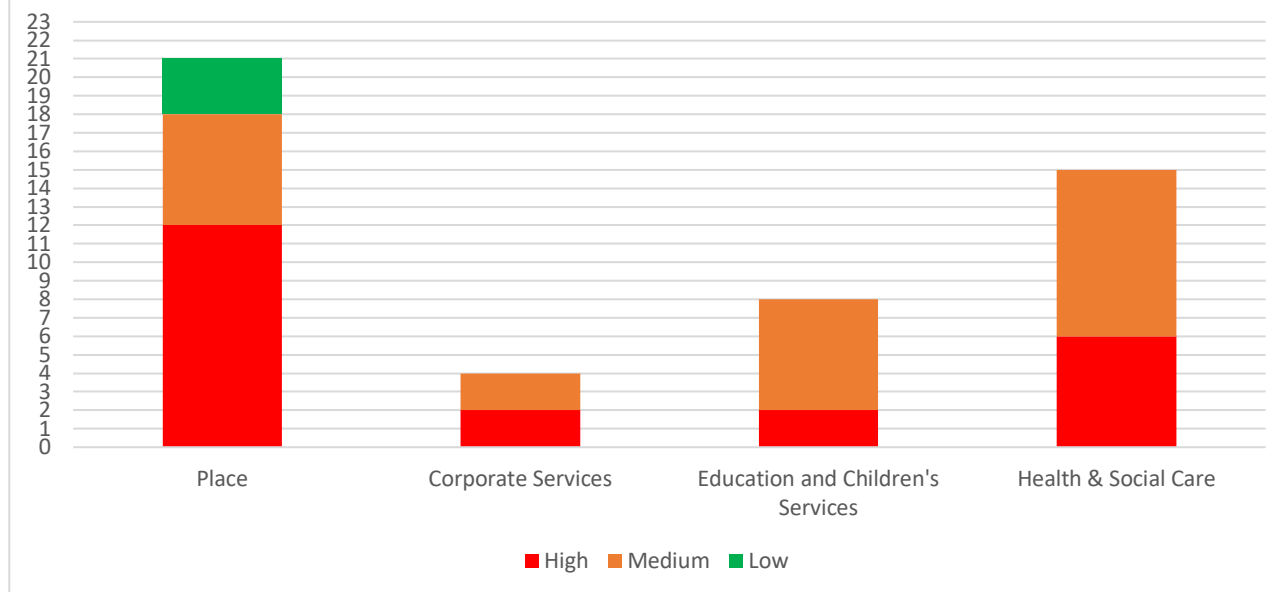


### Revised Implementation Dates

- 4.12 Figure 3 illustrates that there are currently 48 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.
- 4.13 This reflects a decrease of 16 in comparison to the position reported in April 2021(64).
- 4.14 Of these 48 management actions, 22 are associated with High rated findings; 23 Medium; and 3 Low, with the majority of date revisions in the Place Directorate.



**Figure 3 - management actions with more than one revised completion date since July 2018**



### Key Performance Themes Identified from the IA Dashboard

- 4.15 The IA key performance indicator dashboard was not applied during the 2020/21 plan year as the Council continued to focus on its Covid-19 resilience response.
- 4.16 The dashboard has now been reinstated for 2021/22 as advised in the June report presented to Committee, to support smooth delivery of the 2021/22 IA annual plan and prevent delayed completion of audits and finalisation of reports shortly before finalisation of the IA annual opinion.
- 4.17 Reintroduction of the KPIs supported by monthly reporting to the Corporate Leadership Team and quarterly to the Committee will highlight any significant delays that could potentially impact on delivery of the annual plan, and is aligned with the requirements of both the motion and addendum agreed at Committee in August 2021 requesting that audits will be carried out in line with the timescales set out in the agreed audit plan.
- 4.18 For the 10 audits currently in progress across the Council where a terms of reference has been issued the dashboard at Appendix 3 highlights that:
  - 4.18.1 8 service responses have been received within agreed KPI timeframes;
  - 4.18.2 Executive Director responses are generally within agreed timeframes;
  - 4.18.3 Agreement on the Digital and Smart City terms of reference with Digital Services involved extensive engagement and was impacted by annual leave;

- 4.18.4 Service responses on the terms of reference for the Fraud and Serious Organised Crime audit have not yet been received from all services included in the scope of the review;
- 4.18.5 Finalisation of the report and workshop with management for the Planning and Performance Framework review was significantly impacted by the timing of annual leave; and,
- 4.18.6 The Elections in the Covid-19 environment audit was completed effectively with management and IA working closely to provide assurance in advance of the May 2021 Scottish parliament elections.

## **5. Next Steps**

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- 5.1 IA will continue to monitor the open and overdue findings position and delivery against key performance indicators, providing monthly updates to the CLT and quarterly updates to the Governance, Risk and Best Value Committee.

## **6. Financial impact**

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- 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**

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- 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**

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- 8.1 [Internal Audit: Overdue Findings and Key Performance Indicators at 27 April 2021 – Paper 8.2](#)
- 8.2 [First Line Governance and Assurance Model – Paper 8.3](#)
- 8.3 [Internal Audit Journey Map and Key Performance Indicators - Paper 7.6 Appendix 3](#)

## **9. Appendices**














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- 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 11 August 2021
- 9.3 Appendix 3 – Internal Audit Key Performance Indicators as at 11 August 2021

# Appendix 1 - Monthly Analysis of IA Overdue Findings and Management Actions

 Stable with limited change

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| <u>Key Performance Indicator (KPI)</u> |                        | <u>22/03/2021</u> |      | <u>27/04/2021</u> |      | <u>11/06/2021</u> |      | <u>07/07/2021</u> |      | <u>11/08/2021</u> |      | <u>Trend</u>  |
|--|------------------------|-------------------|------|-------------------|------|-------------------|------|-------------------|------|-------------------|------|---|
| <b>IA Findings</b>                     |                        |                   |      |                   |      |                   |      |                   |      |                   |      |   |
| 1                                      | Open findings          | 107               | 100% | 100               | 100% | 89                | 100% | 85                | 100% | 96                | 100% | Not applicable  |
| 2                                      | Not yet due            | 43                | 40%  | 37                | 37%  | 34                | 38%  | 32                | 38%  | 45                | 47%  | Not applicable  |
| 3                                      | Overdue findings       | 64                | 60%  | 63                | 63%  | 55                | 62%  | 53                | 62%  | 51                | 53%  |    |
| 4                                      | Overdue - IA reviewing | 18                | 28%  | 13                | 21%  | 12                | 22%  | 8                 | 15%  | 3                 | 6%   |    |
| 5                                      | High Overdue           | 17                | 27%  | 18                | 29%  | 18                | 33%  | 18                | 34%  | 17                | 33%  |    |
| 6                                      | Medium Overdue         | 38                | 59%  | 37                | 59%  | 30                | 55%  | 29                | 55%  | 28                | 55%  |    |
| 7                                      | Low Overdue            | 9                 | 14%  | 8                 | 13%  | 7                 | 13%  | 6                 | 11%  | 6                 | 12%  |    |
| 8                                      | <90 days overdue       | 11                | 17%  | 6                 | 10%  | 7                 | 13%  | 9                 | 17%  | 9                 | 18%  |    |
| 9                                      | 90-180 days overdue    | 10                | 16%  | 13                | 21%  | 8                 | 15%  | 3                 | 6%   | 2                 | 4%   |    |
| 10                                     | 180-365 days overdue   | 16                | 25%  | 12                | 19%  | 10                | 18%  | 15                | 28%  | 13                | 25%  |    |
| 11                                     | >365 days overdue      | 27                | 42%  | 32                | 51%  | 30                | 55%  | 26                | 49%  | 27                | 53%  |    |
| <b>Management Actions</b>              |                        |                   |      |                   |      |                   |      |                   |      |                   |      |   |
| 12                                     | Open actions           | 296               | 100% | 269               | 100% | 236               | 100% | 218               | 100% | 233               | 100% | Not applicable  |
| 13                                     | Not yet due            | 120               | 41%  | 109               | 41%  | 96                | 41%  | 83                | 38%  | 103               | 44%  | Not applicable  |
| 14                                     | Overdue actions        | 176               | 59%  | 160               | 59%  | 140               | 59%  | 135               | 62%  | 130               | 56%  |    |
| 15                                     | Overdue - IA reviewing | 61                | 35%  | 51                | 32%  | 40                | 29%  | 28                | 21%  | 17                | 13%  |   |
| 16                                     | Latest date missed     | 95                | 54%  | 82                | 51%  | 77                | 55%  | 43                | 32%  | 70                | 54%  |  |
| 17                                     | Date revised > once    | 71                | 40%  | 64                | 40%  | 60                | 43%  | 51                | 38%  | 48                | 37%  |  |

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 11 August 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.
14. 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   | Asset Management Strategy<br><br>Issue 1: Visibility and Security of Shared Council Property<br><br>Paul Lawrence, Executive Director of Place and SRO | <b>Medium</b> | Review of existing shared property<br><br>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. | <b>Estimated Date:</b><br><b>31/10/2018</b><br><b>Revised Date:</b><br><b>01/03/2026</b><br><b>No of Revisions</b><br><b>3</b> | Alison Coburn<br>Audrey Dutton<br>Gohar Khan<br>Layla Smith<br>Michelle Vanhegan<br>Peter Watton |
| 2   | Asset Management Strategy and CAFM system 18/19  | <b>High</b>   | 3.1 Ensuring Data Completeness, Accuracy, and     | 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  | <b>Estimated Date:</b><br><b>31/03/2016</b>  | Alan Chim<br>Alison Coburn<br>Andrew Field   |

| Ref      | Project/Owner  | Issue Type | Issue/Status           | Agreed Management Action   | Dates  | Contributor   |
|----------|--|------------|------------------------|--|--|---|
| Page 146 | <p>RES1813 Asset Management Strategy and CAFM: Issue 3 - Property and Facilities Management Data Completeness; Accuracy; and Quality</p> <p>Paul Lawrence, Executive Director of Place and SRO</p> |            | <p>Quality Started</p> | <p>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&amp;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&amp;FM. We recommend that P&amp;FM establish their own data steward. The CAFM Business Case includes the delivery of a Data Quality Strategy for P&amp;FM. The objective of the data quality strategy is to attribute risk and value to the data maintained in the system. Additionally: data change processes and procedures that capture data processing and management in CAFM will be designed and implemented. processes for reviewing data quality, for example, review of condition survey data run in tandem with review of property data every five years, will be designed and implemented. data validation controls within CAFM will be applied; and data quality audit controls for individual data fields available in CAFM will be applied, and audit reports</p> | <p><b>Revised Date:</b><br/><b>01/08/2022</b></p> <p><b>No of Revisions</b><br/><b>1</b></p> | <p>Audrey Dutton<br/>Brendan Tate<br/>Gohar Khan<br/>Peter Watton</p> |

| Ref | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action  | Dates   | Contributor   |
|-----|---|------------|--|---|---|---|
|     |   |            |  | 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>Paul Lawrence, Executive Director of Place and SRO</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><b>Estimated Date:</b><br/>31/03/2016<br/><b>Revised Date:</b><br/>01/08/2022<br/><b>No of Revisions</b><br/>2</p> | <p>Alan Chim<br/>Alison Coburn<br/>Andrew Field<br/>Audrey Dutton<br/>Brendan Tate<br/>Gohar Khan<br/>Graeme McGartland<br/>Peter Watton</p>        |
| 4   | <p>Assurance Actions and Annual Governance Statements</p> <p>CW1903 Issue 1: Assurance Management Framework</p> <p>Stephen Moir, Executive Director, Corporate Services</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><b>Estimated Date:</b><br/>31/12/2020<br/><b>Revised Date:</b><br/>30/09/2021<br/><b>No of Revisions</b><br/>3</p> | <p>Chris Peggie<br/>Gavin King<br/>Hayley Barnett<br/>Laura Callender<br/>Layla Smith<br/>Michelle Vanhegan<br/>Mirka Vybiralova<br/>Nick Smith</p> |

| Ref      | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates  | Contributor   |
|----------|---|------------|--|--|--|---|
| 5        | <p>Brexit impacts - supply chain management</p> <p>CW1905 Issue 1: Divisional and Directorate Brexit supply chain management risks</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | Medium     | <p>CW1905 Rec. 1.1c: Education and Children's Services - Divisional and directorate supply chain management</p> <p>Started</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><b>Estimated Date: 30/10/2020</b></p> <p><b>Revised Date:</b></p> <p><b>No of Revisions 0</b></p>             | <p>Andy Gray<br/>Crawford<br/>McGhie<br/>Jackie Irvine<br/>Liz Harrison<br/>Lorna French<br/>Michelle<br/>McMillan<br/>Nichola Dadds<br/>Nickey Boyle</p> |
| Page 148 | <p>Budget Setting and Management</p> <p>RES 1903 Issue 2: Budget setting and management processes</p> <p>Stephen Moir, Executive Director, Corporate Services</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><b>Estimated Date:31/12/2020</b></p> <p><b>0 Revised Date:01/05/2021</b></p> <p><b>1 No of Revisions0</b></p> | <p>Alison<br/>HenryAnnette<br/>SmithEmma<br/>BakerHugh<br/>DunnJohn<br/>ConnartyLayla<br/>SmithMichelle<br/>Vanhegan</p>                                  |
| 7        | <p>Budget Setting and Management</p> <p>RES 1903 Issue 2: Budget setting and management processes</p> <p>Stephen Moir, Executive Director, Corporate Services</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><b>Estimated Date: 31/12/2020</b></p> <p><b>Revised Date: 01/05/2021</b></p> <p><b>No of Revisions 0</b></p>  | <p>Alison Henry<br/>Annette Smith<br/>Emma Baker<br/>Hugh Dunn<br/>John Connarty<br/>Layla Smith<br/>Michelle<br/>Vanhegan</p>                            |

| Ref          | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor   |
|--------------|--|------------|---|---|---|---|
| 8            | <p>Budget Setting and Management</p> <p>RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback.</p> <p>Stephen Moir, Executive Director, Corporate Services</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><b>Estimated Date:</b><br/>31/05/2020<br/><b>Revised Date:</b><br/>31/05/2021<br/><b>No of Revisions</b><br/>1</p> | <p>Alison Henry<br/>Annette Smith<br/>Donna Rodger<br/>Emma Baker<br/>Hugh Dunn<br/>John Connarty<br/>Layla Smith<br/>Michelle Vanhegan</p> |
| Page 1 of 49 | <p>Budget Setting and Management</p> <p>RES 1903 Issue 3: Continuous improvement: Lessons learned and customer feedback.</p> <p>Stephen Moir, Executive Director, Corporate Services</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><b>Estimated Date:</b><br/>31/12/2020<br/><b>Revised Date:</b><br/>01/05/2021<br/><b>No of Revisions</b><br/>0</p> | <p>Alison Henry<br/>Annette Smith<br/>Hugh Dunn<br/>John Connarty<br/>Layla Smith<br/>Michelle Vanhegan</p>                                 |



| Ref | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action  | Dates   | Contributor   |
|-----|---|------------|--|---|---|---|
| 10  | Budget Setting and Management<br>RES 1903 Issue 4: Training for budget managers<br>Stephen Moir, Executive Director, Corporate Services                                   | Medium     | RES 1903 Issue 4.1: Training for budget managers<br><br>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. | <b>Estimated Date:</b><br>30/09/2020<br><b>Revised Date:</b><br>31/12/2021<br><b>No of Revisions</b><br>1 | Alison Henry<br>Annette Smith<br>David Camilleri<br>Hugh Dunn<br>John Connarty<br>Layla Smith<br>Lesley Tait<br>Michelle Vanhegan |
| 11  | CGI Partnership Management and Governance<br>RE1904 Issue 1 - CGI Governance and performance management framework<br>Stephen Moir, Executive Director, Corporate Services | Medium     | RES1904 - Rec 1.2 CGI governance framework<br><b>Implemented</b> | 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.   | <b>Estimated Date:</b><br>31/03/2021<br><b>Revised Date:</b><br>31/05/2021<br><b>No of Revisions</b><br>1 | Alison Roarty<br>Heather Robb<br>Jackie Galloway<br>Layla Smith<br>Michelle Vanhegan<br>Nicola Harvey                             |

| Ref      | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action   | Dates   | Contributor   |
|----------|--|------------|---|--|---|---|
| 12       | <p>Cyber Security - Public Sector Action Plan</p> <p>RES1808: Issue 1: Critical Operational Cyber Security Controls</p> <p>Stephen Moir, Executive Director, Corporate Services</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><b>Estimated Date:</b><br/>30/09/2019<br/><b>Revised Date:</b><br/>31/12/2022<br/><b>No of Revisions</b><br/>3</p> | <p>Alison Roarty<br/>Heather Robb<br/>Layla Smith<br/>Michelle Vanhegan<br/>Mike Brown<br/>Nicola Harvey</p>                          |
| Page 151 | <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, Corporate Services</p> | Low        | <p>RES1907 Recommendation 1.1.1 - Incident Reports</p> <p>Started</p>                             | <p>Agreed – updates will be provided into the problem management records that feed into the Problem Review Board.</p>  | <p><b>Estimated Date:</b><br/>31/12/2020<br/><b>Revised Date:</b><br/>31/08/2021<br/><b>No of Revisions</b><br/>1</p> | <p>Alison Roarty<br/>Heather Robb<br/>Jackie Galloway<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nicola Harvey<br/>Richard Burgess</p> |
| 14       | <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, Corporate Services</p> | Low        | <p>RES1907 Recommendation 1.1.2 - Partnership Board and Client Service Reports</p> <p>Started</p> | <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>  | <p><b>Estimated Date:</b><br/>31/12/2020<br/><b>Revised Date:</b><br/>31/08/2021<br/><b>No of Revisions</b><br/>1</p> | <p>Alison Roarty<br/>Heather Robb<br/>Jackie Galloway<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nicola Harvey<br/>Richard Burgess</p> |

| Ref      | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action   | Dates  | Contributor   |
|----------|---|------------|---|--|--|---|
| 15       | <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><b>Estimated Date:01/02/2019</b></p> <p><b>9 Revised Date:31/08/2021</b></p> <p><b>1 No of Revisions: 4</b></p> | <p>Alison Coburn</p> <p>Claire Duchart</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Katy Miller</p> <p>Martin Young</p> <p>Nicole Fraser</p> <p>Scott Millar</p> <p>Steven Wright</p>                    |
| Page #52 | <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><b>Estimated Date: 01/04/2019</b></p> <p><b>Revised Date: 30/06/2021</b></p> <p><b>No of Revisions 3</b></p>    | <p>Adam Fergie</p> <p>Alison Coburn</p> <p>Claire Duchart</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Katy Miller</p> <p>Martin Young</p> <p>Nicole Fraser</p> <p>Scott Millar</p> <p>Steven Wright</p> |
| 17       | <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><b>Estimated Date: 01/02/2019</b></p> <p><b>Revised Date: 31/10/2021</b></p> <p><b>No of Revisions 3</b></p>    | <p>Adam Fergie</p> <p>Alison Coburn</p> <p>Claire Duchart</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Katy Miller</p> <p>Martin Young</p> <p>Nicole Fraser</p> <p>Scott Millar</p> <p>Steven Wright</p> |

| Ref            | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
|----------------|---|------------|--|--|---|---|
| 18             | <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><b>Estimated Date:</b><br/>01/10/2019<br/><b>Revised Date:</b><br/>31/07/2021<br/><b>No of Revisions</b><br/>2</p> | <p>Adam Fergie<br/>Alison Coburn<br/>Claire Duchart<br/>David Givan<br/>Gareth Barwell<br/>George Gaunt<br/>Katy Miller<br/>Martin Young<br/>Nicole Fraser<br/>Scott Millar<br/>Steven Wright</p> |
| Page 153<br>19 | <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</p> | <p><b>Estimated Date:</b><br/>01/11/2020<br/><b>Revised Date:</b><br/>01/03/2021<br/><b>No of Revisions</b><br/>0</p> | <p>Alison Coburn<br/>David Givan<br/>Gareth Barwell<br/>George Gaunt<br/>Nicole Fraser<br/>Scott Millar</p>   |

| Ref      | Project/Owner | Issue Type | Issue/Status | Agreed Management Action   | Dates | Contributor |
|----------|---------------|------------|--------------|--|-------|-------------|
| Page 154 |               |            |              | <p>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 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   | Contributor   |
|-----|---|------------|--|--|---|---|
| 20  | <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><b>Estimated Date:</b><br/>04/05/2020</p> <p><b>Revised Date:</b><br/>29/01/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Coburn</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Graeme Hume</p> <p>Nicole Fraser</p> <p>Scott Millar</p> |
| 21  | <p>Edinburgh Alcohol and Drug Partnership (EADP) – Contract Management</p> <p>Key Person Dependency and Process Documentation</p> <p>Judith Proctor, Chief Officer - HSCP</p> | Medium     | <p>Rec 5 - Records Management Policy</p> <p>Started</p>  | <p>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.</p>   | <p><b>Estimated Date:</b><br/>30/03/2018</p> <p><b>Revised Date:</b><br/>01/02/2021</p> <p><b>No of Revisions</b><br/>5</p> | <p>Angela Ritchie</p> <p>David Williams</p> <p>Tony Duncan</p>  |
| 22  | <p>Emergency Prioritisation &amp; Complaints</p> <p>CW1806 Issue 1: ATEC 24 Operational Framework</p> <p>Judith Proctor, Chief Officer - HSCP</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><b>Estimated Date:</b><br/>29/11/2019</p> <p><b>Revised Date:</b><br/>01/03/2021</p> <p><b>No of Revisions</b><br/>3</p> | <p>Andy Jones</p> <p>Angela Ritchie</p> <p>Tom Cowan</p>  |

| Ref     | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor  |
|---------|---|------------|--|--|---|--|
| 23      | <p>Emergency Prioritisation &amp; 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 - Outcomes, supervision and key themes/improvements</p> <p>Started</p> | <p>1) 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.2)Where systemic themes or trends are identified from quality assurance reviews, management will consider whether existing operational processes should be revisited.</p>   | <p><b>Estimated Date:</b><br/>30/04/2020<br/><b>Revised Date:</b><br/>31/12/2021<br/><b>No of Revisions</b><br/>2</p> | <p>Andy Jones<br/>Angela Ritchie<br/>Tom Cowan</p>   |
| Page 56 | <p>Emergency Prioritisation &amp; Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health &amp; 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><b>Estimated Date:</b>30/11/2019<br/><b>Revised Date:</b>31/08/2021<br/><b>No of Revisions</b><br/>4</p>           | <p>Angela Ritchie<br/>Brian Henderson<br/>Colin Beck<br/>Tony Duncan</p>                                 |
| 25      | <p>Emergency Prioritisation &amp; Complaints</p> <p>CW1806: Issue 2: Third Party Service Provision - Health &amp; 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><b>Estimated Date:</b><br/>28/02/2020<br/><b>Revised Date:</b><br/>30/09/2021<br/><b>No of Revisions</b><br/>3</p> | <p>Alison Roarty<br/>Angela Ritchie<br/>Brian Henderson<br/>Colin Beck<br/>Lisa Hastie<br/>Tom Cowan</p> |



| Ref | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action   | Dates  | Contributor   |
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| 26  | <p>First Line Project Governance</p> <p>MP1902 First line project governance: Issue 1 Directorate portfolio governance</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | High       | <p>MP1902 - Rec. 1.1: Project definition, identification, and methodology</p> <p>Started</p> | <p>Project governance, management, and methodology is currently being reviewed holistically across the Council as part of the design of the Council's Adaptation and Renewal Programme. This process will involve ensuring that there is sufficient capacity and capability to support any projects that will continue to be delivered by first line directorates and divisions, and will also involve development and implementation of a first line programme management framework that will ensure effective ongoing identification, governance, resourcing, and oversight of first line projects. The first line programme management framework will address all of the recommendations raised by Internal Audit in this report.</p> | <p><b>Estimated Date:</b><br/>31/05/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>Emma Baker<br/>Gillie Severin<br/>Layla Smith<br/>Michelle Vanhegan<br/>Simone Hislop</p>                |
| 27  | <p>First Line Project Governance</p> <p>MP1902 First line project governance: Issue 1 Directorate portfolio governance</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | High       | <p>MP1902 - Rec. 1.2: Directorate project portfolio governance</p> <p>Started</p>            | <p>Project governance, management, and methodology is currently being reviewed holistically across the Council as part of the design of the Council's Adaptation and Renewal Programme. This process will involve ensuring that there is sufficient capacity and capability to support any projects that will continue to be delivered by first line directorates and divisions, and will also involve development and implementation of a first line programme management framework that will ensure effective ongoing identification, governance, resourcing, and oversight of first line projects. The first line programme management framework will address all of the recommendations raised by Internal Audit in this report.</p> | <p><b>Estimated Date:</b><br/>31/05/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>Emma Baker<br/>Gillie Severin<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nick Smith<br/>Simone Hislop</p> |



| Ref | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action   | Dates  | Contributor   |
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| 28  | <p>First Line Project Governance</p> <p>MP1902 First line project governance: Issue 1 Directorate portfolio governance</p> <p>Stephen Moir, Executive Director, Corporate Services</p>                    | High       | <p>MP1902 - Rec. 1.3: Project risk identification and management</p> <p>Started</p> | <p>Project governance, management, and methodology is currently being reviewed holistically across the Council as part of the design of the Council's Adaptation and Renewal Programme. This process will involve ensuring that there is sufficient capacity and capability to support any projects that will continue to be delivered by first line directorates and divisions, and will also involve development and implementation of a first line programme management framework that will ensure effective ongoing identification, governance, resourcing, and oversight of first line projects. The first line programme management framework will address all of the recommendations raised by Internal Audit in this report.</p> | <p><b>Estimated Date:</b><br/>31/05/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>Emma Baker<br/>Gillie Severin<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nick Smith<br/>Simone Hislop</p> |
| 29  | <p>First Line Project Governance</p> <p>MP1902 First line project governance: Issue 2 Project management skills, experience, and training</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | High       | <p>MP1902 - Rec. 2.1: Project management training</p> <p>Started</p>                | <p>Project governance, management, and methodology is currently being reviewed holistically across the Council as part of the design of the Council's Adaptation and Renewal Programme. This process will involve ensuring that there is sufficient capacity and capability to support any projects that will continue to be delivered by first line directorates and divisions, and will also involve development and implementation of a first line programme management framework that will ensure effective ongoing identification, governance, resourcing, and oversight of first line projects. The first line programme management framework will address all of the recommendations raised by Internal Audit in this report.</p> | <p><b>Estimated Date:</b><br/>31/05/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>Emma Baker<br/>Gillie Severin<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nick Smith<br/>Simone Hislop</p> |

| Ref            | Project/Owner   | Issue Type    | Issue/Status   | Agreed Management Action   | Dates   | Contributor  |
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| 30             | <p>First Line Project Governance</p> <p>MP1902 First line project governance: Issue 2 Project management skills, experience, and training</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | <b>High</b>   | <p>MP1902 - Rec. 2.2: Project management skills matrix – all directorates</p> <p>Started</p>                 | <p>Project governance, management, and methodology is currently being reviewed holistically across the Council as part of the design of the Council's Adaptation and Renewal Programme. This process will involve ensuring that there is sufficient capacity and capability to support any projects that will continue to be delivered by first line directorates and divisions, and will also involve development and implementation of a first line programme management framework that will ensure effective ongoing identification, governance, resourcing, and oversight of first line projects. The first line programme management framework will address all of the recommendations raised by Internal Audit in this report.</p> | <p><b>Estimated Date:31/05/202</b><br/> <b>1 Revised Date: No of Revisions0</b></p>   | <p>Emma Baker<br/> Gillie Severin<br/> Layla Smith<br/> Michelle Vanhegan<br/> Nick Smith<br/> Simone Hislop</p> |
| Page 159<br>31 | <p>H&amp;SC Care Homes - Corporate Report</p> <p>A3.5: Adequacy of Resources</p> <p>Judith Proctor, Chief Officer - HSCP</p>  | <b>Medium</b> | <p>A3.5(1) Intervals of need dependency tool - resource allocation and budgets</p> <p><b>Implemented</b></p> | <p>Intervals of need dependency tool and Issac and Neville reporting are used on a monthly basis or as needs change (admission; or deterioration) to establish resource requirements for safe staffing levels by the Unit Manager. Monthly reports are provided to the Senior Care Home Manager, with escalation to Chief Nurse as required.</p>   | <p><b>Estimated Date:</b><br/> <b>31/01/2019</b><br/> <b>Revised Date:</b><br/> <b>01/05/2021</b><br/> <b>No of Revisions</b><br/> <b>5</b></p> | <p>Angela Ritchie<br/> Jacqui Macrae<br/> Jane Brown</p>   |
| 32             | <p>H&amp;SC Care Homes - Corporate Report</p> <p>A3.1: Training</p> <p>Judith Proctor, Chief Officer - HSCP</p>   | <b>Medium</b> | <p>A3.1(1) Manager review of training</p> <p>Started</p>   | <p>As per audit recommendation: - Care home managers should perform a six-monthly review to confirm that all employees have completed mandatory, induction and refresher training and that completion has been recorded on the iTrent human resources system. Where training has not been completed, this should be discussed with employees and reflected (where</p>  | <p><b>Estimated Date:</b><br/> <b>30/06/2019</b><br/> <b>Revised Date:</b><br/> <b>01/05/2021</b><br/> <b>No of Revisions</b><br/> <b>3</b></p> | <p>Angela Ritchie<br/> Jacqui Macrae<br/> Jane Brown</p>   |

| Ref      | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action  | Dates   | Contributor  |
|----------|--|------------|--|---|---|--|
|          |  |            |  | appropriate) in their annual performance discussions.   |   |  |
| 33       | H&SC Care Homes - Corporate Report<br>A3.3: Performance & Attendance Management<br>Judith Proctor, Chief Officer - HSCP                        | Medium     | A3.3(4) Health & Social Care Teams - quarterly review of absence and performance management<br>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. (No longer relevant as Gylemuir is now closed). | Estimated Date: 30/06/2018<br>Revised Date: 01/05/2021<br>No of Revisions 3 | Angela Ritchie<br>Jacqui Macrae  |
| Page 160 | H&SC Care Homes - Corporate Report<br>A3.4: Agency Staffing<br>Judith Proctor, Chief Officer - HSCP  | Medium     | A3.4(2) Analysis of the agency staff and hours worked charges<br>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<br>Revised Date: 01/05/2021<br>No of Revisions 4 | Angela Ritchie<br>Jacqui Macrae  |
| 35       | HMO Licensing<br>PL1803 Issue 1 Licensing system - Data Integrity and Performance Issues<br>Paul Lawrence, Executive Director of Place and SRO | High       | PL1803 Issue 1.2 Escalation of system issues<br>Started  | The Place Directorate has previously reported on operational performance issues to the Regulatory Committee in 2018. The Place Directorate will include a full assessment of system issues with APP within a wider performance report due to be submitted to Regulatory Committee in the last quarter of 2019/20. This report will include an update on proposed project plan for APP Cx  | Estimated Date: 31/03/2020<br>Revised Date: 31/03/2021<br>No of Revisions 1 | Alison Coburn<br>Andrew Mitchell<br>David Givan<br>George Gaunt<br>Grace McCabe<br>Isla Burton |
| 36       | HMO Licensing<br>PL1803 Issue 2 - Collection and processing of HMO licence fees  | High       | PL1803 Issue 2.1 BACs payment reference<br>Started   | It should be noted that measures 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  | Estimated Date: 30/03/2020<br>Revised Date: 05/10/2020<br>No of             | Alison Coburn<br>Andrew Mitchell<br>David Givan<br>George Gaunt                                |

| Ref      | Project/Owner                                      | Issue Type  | Issue/Status  | Agreed Management Action  | Dates  | Contributor  |
|----------|--|---|---------------|---|--|--|
| Page 161 | Paul Lawrence, Executive Director of Place and SRO |   |               | payment has not been made. There is no evidence from directorate monitoring the level of income from HMOs licence applications which would demonstrate that fees are not being collected. Any unmatched fee not identified will in effect contribute to the Council's general revenue account and therefore there is no financial loss to the Council. The Internal Audit recommendation outlined above is not accepted as it not believed to be achievable. Therefore Licencing; Customer; and Finance will investigate potential solutions re the BACS issue, (including any potential scope for a technology solution) to address this risk. These options will be reviewed with Internal Audit and a longer-term solution identified and implemented. It has been agreed with Internal Audit that (once the solution has been identified) another audit finding will be raised that will monitor implementation of the solution to confirm that it is operating effectively. In the meantime, a statement will be added to the Licencing pages on the Council's external website and application forms advising customers of what reference must be used to successfully make a BACs payment. | <b>Revisions<br/>1</b>   | Grace McCabe<br>Isla Burton  |
|          | 37   | HMO Licensing PL1803 Issue 3 - Operational Performance and Reporting Paul Lawrence, Executive Director of Place and SRO | <b>Medium</b> | 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 Licensing Fees for 2020/21 in early 2020. The Directorate will include within that report relevant performance data and | <b>Estimated Date: 31/01/2020<br/>0 Revised Date: 01/06/2020<br/>0 No of Revisions 0</b> |

| Ref      | Project/Owner   | Issue Type    | Issue/Status  | Agreed Management Action  | Dates  | Contributor   |
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|          |   |               |   | make recommendations for approval for performance targets ongoing performance targets.  |  |   |
| Page 162 | <p>Homelessness Services</p> <p>CW1808 Issue 3:<br/>Provision of homelessness advice and information</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | <b>Medium</b> | <p>CW1801 Recommendation 3.1.2: Updating homelessness information on website</p> <p>Started</p> | 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. | <p><b>Estimated Date:</b><br/><b>30/04/2020</b></p> <p><b>Revised Date:</b><br/><b>29/07/2021</b></p> <p><b>No of Revisions</b><br/><b>4</b></p> | <p>Debbie Herbertson<br/>Jackie Irvine<br/>Liz Harrison<br/>Nichola Dadds</p> |

| Ref | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action  | Dates  | Contributor  |
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| 39  | <p>Life Safety</p> <p>CW1910 - Life safety:<br/>Issue 1 Life safety systems and reporting</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | High       | <p>CW1910 Rec 1.3<br/>Life safety incident identification, escalation, and reporting</p> <p><b>Implemented</b></p> | <p>Corporate Health and Safety will: 1. Issue guidance to establish relevant criteria to determine the significance of life safety incidents, for approval by the Council Health and Safety Group.2. Send out a communication to all Council employees about the importance of reporting all incident types on the SHE system and the statutory nature of RIDDOR. This will be highlighted when opening SHE and the forthcoming HS policy review and will include a procedure for reporting incidents through management in addition to SHE.3. Send out a communication to all staff about the importance of reporting and the statutory nature of RIDDOR. This will be highlighted when opening SHE and the forthcoming HS policy review.4. Consider whether incidents and near misses are being consistently recorded and escalated in line with policy as part of the ongoing health and safety assurance programme.</p> | <p><b>Estimated Date:</b><br/><b>30/06/2021</b></p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/><b>0</b></p> | <p>Chris Lawson<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nick Smith</p> |
| 40  | <p>Life Safety</p> <p>CW1910 - Life safety:<br/>Issue 5 Corporate Health and Safety</p> <p>Stephen Moir, Executive Director, Corporate Services</p>       | Low        | <p>CW1910 Rec. 5.1<br/>Review of life safety policies and procedures</p> <p><b>Implemented</b></p>                 | <p>Corporate Health and Safety will consider the need for additional policies (including any requirement for recommendations in relation to competence and assurance re gas and electricity compliance) covering Gas and Electricity or whether this should continue to reside as procedures within the appropriate directorate. CHS will ensure that H&amp;S audits cover these areas.</p>   | <p><b>Estimated Date:</b><br/><b>30/07/2021</b></p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/><b>0</b></p> | <p>Chris Lawson<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nick Smith</p> |

| Ref | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates  | Contributor  |
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| 41  | <p>Life Safety</p> <p>CW1910 - Life safety:<br/>Issue 5 Corporate Health and Safety</p> <p>Stephen Moir, Executive Director, Corporate Services</p>                               | Low        | <p>CW1910 Rec. 5.2<br/>Technical guidance and support</p> <p><b>Implemented</b></p>        | <p>1. The preparation of the skills matrix is currently underway and will be finalised. 2. The issue of capacity will be considered as recruitment increases the size of the team and, recognising that capacity will change from time to time within the team, will plan in capacity for providing technical advice to services. 3. CHS will endeavour to provide support where requested by services. 4. Where this is not possible, CHS will advise teams to engage external consultants.</p>   | <p><b>Estimated Date:</b><br/><b>30/06/2021</b></p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/><b>0</b></p> | <p>Chris Lawson<br/>Layla Smith<br/>Michelle Vanhegan<br/>Nick Smith</p>     |
| 42  | <p>Life Safety</p> <p>CW1910 - Life safety:<br/>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>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</p> | <p><b>Estimated Date:</b><br/><b>31/12/2020</b></p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/><b>0</b></p> | <p>Alison Coburn<br/>Gareth Barwell<br/>Jemma Tennant<br/>Robbie Beattie</p> |



| Ref            | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
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|                |   |            |  | need to record completion in relevant divisional and directorate risk registers.   |   |   |
| 43             | <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>Started</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><b>Estimated Date:</b><br/>18/12/2020</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p>                | <p>Alison Coburn</p> <p>Alistair Latona</p> <p>Patricia Blore</p> <p>Willie Gilhooly</p>              |
| Page 165<br>44 | <p>Localities Operating Model</p> <p>1. Localities Governance and Operating Model</p> <p>Paul Lawrence, Executive Director of Place and SRO</p>                               | High       | <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</p> | <p><b>Estimated Date:</b><br/>31/03/2020</p> <p><b>Revised Date:</b><br/>31/03/2023</p> <p><b>No of Revisions</b><br/>2</p> | <p>Alison Coburn</p> <p>David Givan</p> <p>Evelyn Kilmurry</p> <p>George Gaunt</p> <p>Sarah Burns</p> |



| Ref           | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor  |
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|               |  |            |   | that new management actions will be raised at that time to track implementation progress.   |   |  |
| Page 45 of 66 | Localities Operating Model<br>1. Localities Governance and Operating Model<br>Paul Lawrence, Executive Director of Place and SRO | High       | 1.2 Recommendation – Development and Delivery of Council Locality Improvement Plan Actions<br><br>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<br>Revised Date: 31/03/2023<br>No of Revisions 2 | Alison Coburn<br>Alison Henry<br>David Givan<br>Evelyn Kilmurry<br>George Gaunt<br>Michele Mulvaney<br>Paula McLeay<br>Sarah Burns |
| 46            | Localities Operating Model<br>1. Localities Governance and Operating Model   | High       | 1.3 Recommendation - Locality Service Delivery Performance Measures                                       | 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  | Estimated Date: 31/03/2020<br>Revised Date: 31/03/2023<br>No of             | Alison Coburn<br>Evelyn Kilmurry<br>Michele Mulvaney<br>Paula McLeay<br>Sarah Burns  |

| Ref      | Project/Owner                                      | Issue Type   | Issue/Status | Agreed Management Action   | Dates  | Contributor  |
|----------|--|--|--------------|--|--|--|
| Page 167 | Paul Lawrence, Executive Director of Place and SRO |  | Started      | 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. | <b>Revisions</b><br><b>2</b>   |  |
|          | 47   | Localities Operating Model<br><br>1. Localities Governance and Operating Model<br><br>Paul Lawrence, Executive Director of Place and SRO | <b>High</b>  | 1.4<br>Recommendation - Engagement with Council centralised divisions<br><br>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 | <b>Estimated Date:</b><br><b>31/03/2020</b><br><b>Revised Date:</b><br><b>31/03/2023</b><br><b>No of Revisions</b><br><b>2</b> |

| Ref | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action  | Dates   | Contributor   |
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|     |  |            |  | 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.  |   |   |
| 48  | Localities Operating Model<br>1. Localities Governance and Operating Model<br>Paul Lawrence, Executive Director of Place and SRO | High       | PL1801 1.5 Recommendation - Locality budget planning and financial management<br>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:<br>31/03/2020<br>Revised Date:<br>31/03/2020<br>No of Revisions 2 | Alison Coburn<br>Annette Smith<br>Evelyn Kilmurry<br>Hugh Dunn<br>John Connarty<br>Michelle Vanhegan<br>Sarah Burns<br>Susan Hamilton |

| Ref | Project/Owner  | Issue Type | Issue/Status                                       | Agreed Management Action  | Dates  | Contributor  |
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| 49  | Localities Operating Model<br>1. Localities Governance and Operating Model<br>Paul Lawrence, Executive Director of Place and SRO | High       | 1.6<br>Recommendation - Risk Management<br>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:<br>31/03/2020<br>Revised Date:<br>31/03/2023<br>No of Revisions<br>2 | Alison Coburn<br>David Givan<br>Evelyn Kilmurry<br>George Gaunt<br>Sarah Burns |

| Ref      | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action  | Dates   | Contributor  |
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| Page 170 | Localities Operating Model<br>1. Localities Governance and Operating Model<br>Paul Lawrence, Executive Director of Place and SRO                                 | High       | 1.7<br>Recommendation - Succession Planning<br>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<br>Revised Date: 31/03/2023<br>No of Revisions 2 | Alison Coburn<br>David Givan<br>Evelyn Kilmurry<br>George Gaunt<br>Sarah Burns                                     |
|          | 51<br>Payments and Charges<br>CW1803 Payments and Charges Issue 4: Processing and recording Licensing Fees<br>Paul Lawrence, Executive Director of Place and SRO | Medium     | CW1803 Rec. 4.1 - Procedures supporting processing and recording licencing fees<br>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  | Estimated Date: 20/12/2019<br>Revised Date: 01/05/2020<br>No of Revisions 0 | Alison Coburn<br>Andrew Mitchell<br>David Givan<br>Gavin Brown<br>George Gaunt<br>Michael Thain<br>Sandra Harrison |

| Ref                       | Project/Owner  | Issue Type    | Issue/Status  | Agreed Management Action  | Dates   | Contributor   |
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|                           |  |               |   | capability with mandatory sections for each licence type processed.   |   |   |
| 52                        | <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, Corporate Services</p>                            | <b>Medium</b> | <p>CW1803 Rec. 5.4 - NSL income reconciliation</p> <p>Started</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><b>Estimated Date: 28/02/2020</b></p> <p><b>Revised Date: 30/06/2021</b></p> <p><b>No of Revisions</b></p> <p><b>3</b></p> | <p>Annette Smith</p> <p>Dougie Linton</p> <p>Gavin Graham</p> <p>Hugh Dunn</p> <p>John Connarty</p> <p>Layla Smith</p> <p>Michelle Vanhegan</p> <p>Susan Hamilton</p> |
| <p>Page 171</p> <p>53</p> | <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>Judith Proctor, Chief Officer - HSCP</p> | <b>High</b>   | <p>CE1902 - 1.2d Policy Register review: Full Policy review – Edinburgh Health &amp; Social Care Partnership</p> <p>Pending</p> | <p>Following Corporate Leadership Team approval of revised definitions of policies; procedures; guidance and templates (as per recommendations at 3.1), all Directorates will review their existing policies, procedures and guidance and reclassify as appropriate. A risk-based approach will be adopted across Directorates to determine how regularly individual policies will be reviewed, based on the expected frequency of changes in applicable legislation, regulations and statutory requirements. The agreed frequency for review will be recorded on the policy template and included in the published policy register. All policies will be then be reviewed regularly in line with the agreed frequency. Policy documents on individual Orb pages for Divisions will be removed and links included to the Council's published policy register which will be the single source of truth for all Council policies.</p> | <p><b>Estimated Date:31/07/202</b></p> <p><b>1 Revised Date:31/10/202</b></p> <p><b>1 No of Revisions1</b></p>                | <p>Angela Ritchie</p> <p>Moira Pringle</p> <p>Tom Cowan</p> <p>Tony Duncan</p>  |

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| 54        | <p>Policy Management Framework</p> <p>CE1902 Policy Management Framework<br/>Issue 2: Completion of Integrated Impact Assessments (IIAs)</p> <p>Judith Proctor, Chief Officer - HSCP</p>                           | High       | <p>CE1902 - 2.2<br/>Completion and publication of Integrated Impact Assessments - Edinburgh Health &amp; Social Care Partnership</p> <p>Pending</p> | Directorates will review all new and revised policies prior to submission for approval by Committee to confirm that all IIA requirements outlined in the recommendation above have been completed, with evidence of review and approval by the Head of Division retained. Responsibility for monitoring progress with implementation of IIA action plans will be allocated to an appropriate senior responsible officer within each division to confirm that known gaps are being effectively addressed.  | <p><b>Estimated Date:</b><br/>31/07/2021</p> <p><b>Revised Date:</b><br/>31/10/2021</p> <p><b>No of Revisions</b><br/>0</p> | <p>Angela Ritchie<br/>Moira Pringle<br/>Tom Cowan<br/>Tony Duncan</p>   |
| Page 1725 | <p>Policy Management Framework</p> <p>CE1902 Policy Management Framework<br/>Issue 1: Completeness and accuracy of Council policies and the online policy register</p> <p>Judith Proctor, Chief Officer - HSCP</p> | High       | <p>CE1902 - 1.2e<br/>Policy Register review: Review of Health &amp; Social Care directories within the Orb</p> <p><b>Implemented</b></p>            | The Communities and Families and Health and Social Care policy and procedures directories on the Orb will be reviewed and linked to policies within the approved policy register. All other policies will be reclassified in line with the definitions provided at recommendation 3.1a.   | <p><b>Estimated Date:</b><br/>31/07/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p>                | <p>Angela Ritchie<br/>Moira Pringle<br/>Tom Cowan<br/>Tony Duncan</p>   |
| 56        | <p>Policy Management Framework</p> <p>CE1902 Policy Management Framework<br/>Issue 1: Completeness and accuracy of Council policies and the online policy register</p>   | High       | <p>CE1902 - 1.2b<br/>Policy Register review: Initial review of online policy register – Place</p> <p>Started</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 | <p><b>Estimated Date:</b><br/>31/01/2021</p> <p><b>Revised Date:</b><br/>30/09/2021</p> <p><b>No of Revisions</b><br/>3</p> | <p>Alison Coburn<br/>Audrey Dutton<br/>David Givan<br/>Gareth Barwell<br/>George Gaunt<br/>Karl Chapman<br/>Lindsay Robertson<br/>Peter Watton<br/>Veronica Wishart</p> |



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|          | Paul Lawrence, Executive Director of Place and SRO  |            |   | 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. |   |  |
| Page 173 | <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>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>CE1902 - 1.2e Policy Register review: Review of Communities and Families directories within the Orb</p> <p>Started</p> | The Communities and Families and Health and Social Care policy and procedures directories on the Orb will be reviewed and linked to policies within the approved policy register. All other policies will be reclassified in line with the definitions provided at recommendation 3.1a.   | <p><b>Estimated Date:</b><br/>30/06/2021</p> <p><b>Revised Date:</b><br/>31/12/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Crawford McGhie</p> <p>Jackie Irvine</p> <p>Liz Harrison</p> <p>Lorna French</p> <p>Nichola Dadds</p> <p>Nickey Boyle</p> |



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| Page 184 | <p>Records Management - LAAC</p> <p>CW1705 Issue 1: Project file review process</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | <b>Medium</b> | <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 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.</p> | <p><b>Estimated Date:</b><br/>31/03/2020</p> <p><b>Revised Date:</b><br/>31/03/2022</p> <p><b>No of Revisions</b><br/>4</p> | <p>Alison Roarty<br/>Ani Barclay<br/>Freeha Ahmed<br/>Jackie Irvine<br/>John Arthur<br/>Liz Harrison<br/>Louise McRae<br/>Nichola Dadds<br/>Nickey Boyle<br/>Nicola Harvey<br/>Stephen Moir</p> |

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| 59       | <p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | Medium     | <p>CW1705 Issue 3.2a (ECS): 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><b>Estimated Date:</b><br/>30/06/2020</p> <p><b>Revised Date:</b><br/>31/08/2021</p> <p><b>No of Revisions</b><br/>3</p> | <p>Alison Roarty<br/>Ani Barclay<br/>Freeha Ahmed<br/>Jackie Irvine<br/>John Arthur<br/>Liz Harrison<br/>Louise McRae<br/>Nichola Dadds<br/>Nickey Boyle<br/>Nicola Harvey<br/>Stephen Moir</p> |
| Page 175 | <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&amp;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><b>Estimated Date:</b><br/>30/06/2020</p> <p><b>Revised Date:</b><br/>31/08/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Roarty<br/>Angela Ritchie<br/>Louise McRae</p>  |
| 61       | <p>Records Management - LAAC</p> <p>CW1705 Issue 3: Pre destruction business as usual file review process</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | Medium     | <p>CW1705 Issue 3.3a (ECS): 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><b>Estimated Date:</b><br/>30/06/2020</p> <p><b>Revised Date:</b><br/>31/08/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Roarty<br/>Ani Barclay<br/>Freeha Ahmed<br/>Jackie Irvine<br/>John Arthur<br/>Liz Harrison<br/>Louise McRae<br/>Nichola Dadds<br/>Nickey Boyle<br/>Nicola Harvey<br/>Stephen Moir</p> |

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| 62       | Records Management - LAAC<br><br>CW1705 Issue 3: Pre destruction business as usual file review process<br><br>Judith Proctor, Chief Officer - HSCP                             | Medium     | CW1705 Issue 3.3b (H&SCP): Quality Assurance Process<br><br>Started  | A joint quality assurance process will be established between Business Support and Team Managers in Localities. The new Health and Social Care Partnership Chief Nurse and Head of Quality will be responsible for managerial oversight of the quality assurance processes, ensuring that lessons learned are fed back to the Localities and outcomes reported to the Clinical and Care Governance Committee for scrutiny and oversight. | <b>Estimated Date:</b><br><b>30/06/2020</b><br><b>Revised Date:</b><br><b>31/08/2021</b><br><b>No of Revisions</b><br><b>1</b> | Alison Roarty<br>Angela Ritchie<br>Louise McRae   |
| Page 176 | Resilience BC<br><br>Review of resilience templates and approach<br><br>Stephen Moir, Executive Director, Corporate Services   | High       | CW1702 Rec 1.c - Review and communication of revised resilience templates and approach<br><br><b>Implemented</b> | Resilience will review Business Impact Assessment (BIA) templates and Business Area Resilience Plan / Protocol templates and approach, incorporating concurrent risk planning. These will be communicated to Directorates who will then be required to complete refreshed BIAs, followed by resilience plans/protocols.  | <b>Estimated Date:</b><br><b>31/05/2021</b><br><b>Revised Date:</b><br><br><b>No of Revisions</b><br><b>0</b>                  | Gavin King<br>Mary-Ellen Lang   |
| 64       | Resilience BC<br><br>Completion and adequacy of service area business impact assessments and resilience arrangements<br><br>Paul Lawrence, Executive Director of Place and SRO | High       | Rec 3.1 a) Place - Development of resilience protocols for statutory and critical services<br><br>Started        | In line with the approach agreed by the Council's Policy and Sustainability Committee in October 2020, the Council has shifted from a plan-based resilience approach to a protocol-based approach. Resilience protocols will be developed for high risk services as required, with support from Corporate Resilience. All Directorates will aim to have this complete by 31 December 2022.   | <b>Estimated Date:</b><br><b>19/06/2020</b><br><b>Revised Date:</b><br><b>31/12/2022</b><br><b>No of Revisions</b><br><b>1</b> | Alison Coburn<br>Audrey Dutton<br>Claire Duchart<br>David Givan<br>Gareth Barwell<br>Gavin King<br>George Gaunt<br>Karl Chapman<br>Lindsay Robertson<br>Mary-Ellen Lang<br>Peter Watton |

| Ref      | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
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| 65       | Resilience BC<br>Completion and adequacy of service area business impact assessments and resilience arrangements<br>Stephen Moir, Executive Director, Corporate Services        | High       | Rec 3.1b<br>Corporate Services - Development of Resilience Plans/protocols for statutory and critical services<br>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. | <b>Estimated Date:</b><br>19/06/2020<br><b>Revised Date:</b><br>31/12/2022<br><b>No of Revisions</b><br>1 | Annette Smith<br>Gavin King<br>Hugh Dunn<br>Katy Miller<br>Layla Smith<br>Mary-Ellen Lang<br>Michelle Vanhegan<br>Nick Smith<br>Nicola Harvey         |
| Page 177 | Resilience BC<br>Completion and adequacy of service area business impact assessments and resilience arrangements<br>Judith Proctor, Chief Officer - HSCP                        | High       | Rec 3.1c H&SC - Development of Resilience Plans/protocols for statutory and critical services<br>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. | <b>Estimated Date:</b><br>19/06/2020<br><b>Revised Date:</b><br>31/12/2022<br><b>No of Revisions</b><br>1 | Angela Ritchie<br>Jacqui Macrae   |
| 67       | Resilience BC<br>Completion and adequacy of service area business impact assessments and resilience arrangements<br>Julien Kramer, Interim Director of Communities and Families | High       | Rec 3.1d<br>Education and Children's Services - Development of Resilience Plans/protocols for statutory and critical services<br>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. | <b>Estimated Date:</b><br>19/06/2020<br><b>Revised Date:</b><br>31/12/2022<br><b>No of Revisions</b><br>1 | Gavin King<br>Jackie Irvine<br>Laura Zanotti<br>Liz Harrison<br>Lorna French<br>Mary-Ellen Lang<br>Michelle McMillan<br>Nichola Dadds<br>Nickey Boyle |

| Ref | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
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| 68  | <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><b>Estimated Date:20/12/2019</b></p> <p><b>Revised Date:31/10/2021</b></p> <p><b>No of Revisions 4</b></p>   | <p>Alison Coburn<br/>Annette Smith<br/>Audrey Dutton<br/>Claire Duchart<br/>David Givan<br/>Gareth Barwell<br/>George Gaunt<br/>Hugh Dunn<br/>Iain Strachan<br/>Karl Chapman<br/>Lindsay Robertson<br/>Mary-Ellen Lang<br/>Mollie Kerr<br/>Peter Watton</p> |
| 69  | <p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Judith Proctor, Chief Officer - HSCP</p>               | High       | <p>Rec 6.1c H&amp;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><b>Estimated Date: 20/12/2019</b></p> <p><b>Revised Date: 30/11/2021</b></p> <p><b>No of Revisions 3</b></p> | <p>Angela Ritchie<br/>Jacqui Macrae</p>   |

| Ref | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
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| 70  | Resilience BC<br>Completion and adequacy of service area business impact assessments and resilience arrangements<br>Paul Lawrence, Executive Director of Place and SRO   | High       | Rec 6.2a Place - Annual assurance from Third Party Providers<br>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<br>Revised Date: 31/03/2022<br>No of Revisions 3 | Alison Coburn<br>Audrey Dutton<br>Claire Duchart<br>David Givan<br>Gareth Barwell<br>George Gaunt<br>Karl Chapman<br>Lindsay Robertson<br>Mary-Ellen Lang<br>Peter Watton       |
| 71  | Resilience BC<br>Completion and adequacy of service area business impact assessments and resilience arrangements<br>Stephen Moir, Executive Director, Corporate Services | High       | Rec 6.2b Corporate Services - Annual assurance from Third Party Providers<br>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.<br><br>Where this assurance cannot be provided, this   | Estimated Date: 28/06/2019<br>Revised Date: 31/03/2022<br>No of Revisions 2 | Annette Smith<br>Hugh Dunn<br>Iain Strachan<br>Katy Miller<br>Layla Smith<br>Mary-Ellen Lang<br>Michelle Vanhegan<br>Mollie Kerr<br>Nick Smith<br>Nicola Harvey<br>Peter Watton |



| Ref | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action  | Dates  | Contributor   |
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|     |  |            |  | <p>should be recorded in Service Area and Directorate risk registers.</p> <p>Date revised to reflect that following receipt of initial assurance by 31 March 2021, annual assurance should be obtained by 31 March 2022.</p>  |  |   |
| 72  | <p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Judith Proctor, Chief Officer - HSCP</p>                        | High       | <p>Rec 6.2c H&amp;SC - Annual assurance from Third Party Providers</p> <p>Started</p>                          | <p>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.</p>  | <p><b>Estimated Date:</b><br/><b>21/06/2019</b></p> <p><b>Revised Date:</b><br/><b>31/03/2022</b></p> <p><b>No of Revisions</b><br/><b>2</b></p> | <p>Angela Ritchie<br/>Jacqui Macrae</p>   |
| 73  | <p>Resilience BC</p> <p>Completion and adequacy of service area business impact assessments and resilience arrangements</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>Rec 6.2d Education and Children's Services - 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><b>Estimated Date:</b><br/><b>28/06/2019</b></p> <p><b>Revised Date:</b><br/><b>31/03/2022</b></p> <p><b>No of Revisions</b><br/><b>2</b></p> | <p>Anna Gray<br/>Jackie Irvine<br/>Laura Zanotti<br/>Liz Harrison<br/>Lorna French<br/>Mary-Ellen<br/>Lang Michelle<br/>McMillan<br/>Nichola Dadds<br/>Nickey Boyle</p> |

| Ref      | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor  |
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| 74       | Resilience BC<br><br>Adequacy, maintenance and approval of Council wide resilience plans<br><br>Stephen Moir, Executive Director, Corporate Services | Medium     | Rec 4) Update of Council Business Continuity Plan to include key elements from resilience protocols<br><br>Started | The Council Business Continuity Plan (BCP) was developed and signed off the Chief Executive in May 2019. Following Directorate review and update of resilience protocols, the Council BCP will be updated to include key elements of Directorate plans.  | <b>Estimated Date:</b><br>18/12/2020<br><b>Revised Date:</b><br>31/03/2024<br><b>No of Revisions</b><br>1 | Gavin King<br>Mary-Ellen Lang  |
| Page 181 | Risk Management<br><br>RES1910 Risk Management: Issue 6<br>Completion of risk registers<br><br>Stephen Moir, Executive Director, Corporate Services  | Medium     | RES1910 Rec 6.1<br>Completion of Risk registers within Directorates<br><br><b>Implemented</b>                      | The Council's Directors will ensure that directorate and the Corporate Leadership Team risk registers are updated on an ongoing basis to reflect all relevant and new and emerging risks escalated from divisions and directorates and more widely across the Council, and in line with refreshed operational risk management processes, with the most recent versions used as the basis for discussion at both directorate and CLT risk and assurance committees. | <b>Estimated Date:</b><br>30/06/2021<br><b>Revised Date:</b><br><br><b>No of Revisions</b><br>0           | Lesley Newdall<br>Michelle Vanhegan<br>Nick Smith                                  |
| 76       | Risk Management<br><br>RES1910 Risk Management: Issue 7 Risk appetite<br><br>Stephen Moir, Executive Director, Corporate Services                    | Medium     | RES1910: Rec 7.3<br>Directorate application of risk appetite<br><br><b>Implemented</b>                             | Directors and heads of divisions will ensure that target risk is consistently identified, considered and assessed as part of ongoing first line risk management responsibilities.  | <b>Estimated Date:</b><br>30/06/2021<br><b>Revised Date:</b><br><br><b>No of Revisions</b><br>0           | Angela Ritchie<br>Judith Proctor<br>Layla Smith<br>Michelle Vanhegan<br>Nick Smith |



| Ref      | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action   | Dates   | Contributor   |
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| 77       | Risk Management<br><br>RES1910 Risk Management: Issue 3 First line management of risk<br><br>Stephen Moir, Executive Director, Corporate Services        | Medium     | RES1910 Rec 3.1a<br>Directorate identification and recording of new or emerging significant risks (Corporate Services)<br><br><b>Implemented</b>                | An agenda item will be included in risk management group meetings to agree which new and emerging significant risks should be communicated across divisions and directorates and by which attendees, and which risks will be escalated for consideration at/to divisional and directorate risk committees. | <b>Estimated Date:</b><br><b>30/06/2021</b><br><b>Revised Date:</b><br><br><b>No of Revisions</b><br><b>0</b> | Annette Smith<br>Hugh Dunn<br>Layla Smith<br>Lesley Newdall<br>Michelle Vanhegan<br>Nick Smith<br>Nicola Harvey<br>Peter Watton         |
| Page 182 | Risk Management<br><br>RES1910 Risk Management: Issue 3 First line management of risk<br><br>Paul Lawrence, Executive Director of Place and SRO          | Medium     | RES1910 Rec 3.1b<br>Directorate identification and recording of new or emerging significant risks (Place)<br><br><b>Implemented</b>                             | An agenda item will be included in risk management group meetings to agree which new and emerging significant risks should be communicated across divisions and directorates and by which attendees, and which risks will be escalated for consideration at/to divisional and directorate risk committees. | <b>Estimated Date:</b><br><b>30/06/2021</b><br><b>Revised Date:</b><br><br><b>No of Revisions</b><br><b>0</b> | Alison Coburn<br>Audrey Dutton<br>Gareth Barwell<br>George Gaunt<br>Karl Chapman<br>Lesley Newdall<br>Lindsay Robertson<br>Peter Watton |
| 79       | Risk Management<br><br>RES1910 Risk Management: Issue 3 First line management of risk<br><br>Julien Kramer, Interim Director of Communities and Families | Medium     | RES1910 Rec 3.1c<br>Directorate identification and recording of new or emerging significant risks (Education and Children's Services)<br><br><b>Implemented</b> | An agenda item will be included in risk management group meetings to agree which new and emerging significant risks should be communicated across divisions and directorates and by which attendees, and which risks will be escalated for consideration at/to divisional and directorate risk committees. | <b>Estimated Date:</b><br><b>30/06/2021</b><br><b>Revised Date:</b><br><br><b>No of Revisions</b><br><b>0</b> | Andy Gray<br>Jackie Irvine<br>Lesley Newdall<br>Liz Harrison<br>Lorna French<br>Michelle McMillan<br>Nichola Dadds<br>Nickey Boyle      |

| Ref      | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
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| 80       | Risk Management<br><br>RES1910 Risk Management: Issue 3 First line management of risk<br><br>Judith Proctor, Chief Officer - HSCP   | Medium     | RES1910 Rec 3.1d Directorate identification and recording of new or emerging significant risks (Health and Social Care)<br><br>Pending | An agenda item will be included in risk management group meetings to agree which new and emerging significant risks should be communicated across divisions and directorates and by which attendees, and which risks will be escalated for consideration at/to divisional and directorate risk committees.   | <b>Estimated Date:</b><br><b>30/06/2021</b><br><b>Revised Date:</b><br><br><b>No of Revisions</b><br><b>0</b> | Angela Ritchie  |
| Page 183 | Risk Management<br><br>RES1910 Risk Management: Issue 9 Identification of Health and Social Care & ALEO risks<br><br>Judith Proctor, Chief Officer - HSCP                 | High       | RES1910 Rec 9.1 HSCP Chief officer representation at CLT risk committees<br><br>Started  | The Chief Officer of the HSCP will be requested to attend all CLT risk Committees or send an appropriate delegate to ensure that all significant HSCP risks are discussed and included in the CLT risk register (where relevant).  | <b>Estimated Date:</b><br><b>30/05/2021</b><br><b>Revised Date:</b><br><br><b>No of Revisions</b><br><b>0</b> | Angela Ritchie  |
| 82       | Risk Management<br><br>RES1910 Risk Management: Issue 9 Identification of Health and Social Care & ALEO risks<br><br>Stephen Moir, Executive Director, Corporate Services | High       | RES1910 Rec 9.3 Ongoing risk assurance activities for HSCP and ALEOs<br><br>Started  | The Health and Social Care Partnership will be included in the scope of ongoing sample-based assurance activities to be performed by corporate risk management (refer 6.1 above) to confirm that all relevant adult social care risks are being considered, assessed, and recorded in relevant risk registers. This process will also confirm that all relevant arm's length external organisation (ALEO) risks have been considered and included in directorate risk registers (where appropriate). | <b>Estimated Date:</b><br><b>30/06/2021</b><br><b>Revised Date:</b><br><br><b>No of Revisions</b><br><b>0</b> | Angela Ritchie<br>Judith Proctor<br>Lesley Newdall<br>Michelle Vanhegan |

| Ref      | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action  | Dates  | Contributor   |
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| 83       | Risk Management<br>RES1910 Risk Management: Issue 9<br>Identification of Health and Social Care & ALEO risks<br>Stephen Moir, Executive Director, Corporate Services            | High       | RES1910 Rec 9.2<br>Corporate Risk Team representation at HSCP Risk committees<br>Started               | The Council's corporate risk team will also be invited to attend Health and Social Care Partnership Risk Committees to confirm that all relevant adult social care risks are being identified; assessed; recorded; managed and escalated (where appropriate) for discussion at the Corporate Leadership Team risk and assurance committee with relevant risks recorded in the Council's corporate risk register.          | <b>Estimated Date:30/05/2021</b><br><b>1 Revised Date:31/03/2021</b><br><b>2 No of Revisions 1</b> | Angela Ritchie<br>Judith Proctor<br>Michelle Vanhegan   |
| Page 184 | Road Services Improvement Plan<br>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance<br>Paul Lawrence, Executive Director of Place and SRO | High       | PL1808 - 1.1<br>Roads Service Improvement Plan review (including financial operating model)<br>Started | Accepted. The Roads Service Improvement Plan (the Plan) will be reviewed following completion of the organisational restructure and will consider the points noted in the recommendation. A review of the financial operating model will also be undertaken with the aim of embedding a new budget structure for the service. Once completed the Plan business case will be refreshed to reflect any significant changes. | <b>Estimated Date: 30/04/2020</b><br><b>Revised Date: 01/06/2021</b><br><b>No of Revisions 1</b>   | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker<br>Nicole Fraser<br>Sean Gilchrist |
| 85       | Road Services Improvement Plan<br>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance<br>Paul Lawrence, Executive Director of Place and SRO | High       | PL1808 - 1.3<br>Roads Service Improvement Plan project governance<br>Started                           | 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.  | <b>Estimated Date: 20/12/2020</b><br><b>Revised Date: 01/05/2021</b><br><b>No of Revisions 0</b>   | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker<br>Nicole Fraser<br>Sean Gilchrist |

| Ref     | Project/Owner   | Issue Type | Issue/Status   | Agreed Management Action  | Dates   | Contributor   |
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| 86      | Road Services Improvement Plan<br>PL1808 Issue 1. Roads Improvement Plan financial operating model and project governance<br>Paul Lawrence, Executive Director of Place and SRO | High       | PL1808 - 1.4 Post implementation reviews<br>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.  | <b>Estimated Date:</b><br>31/03/2021<br><b>Revised Date:</b><br>01/08/2022<br><b>No of Revisions</b><br>1 | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker<br>Nicole Fraser<br>Sean Gilchrist |
| Page 85 | Road Services Improvement Plan<br>PL1808 Issue 2. Roads services performance monitoring and quality assurance<br>Paul Lawrence, Executive Director of Place and SRO             | High       | PL1808 - 2.1 Service Delivery Performance Monitoring<br>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. | <b>Estimated Date:</b><br>31/07/2020<br><b>Revised Date:</b><br>30/09/2021<br><b>No of Revisions</b><br>2 | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker<br>Nicole Fraser<br>Sean Gilchrist |
| 88      | Road Services Improvement Plan<br>PL1808 Issue 2. Roads services performance monitoring and quality assurance<br>Paul Lawrence, Executive Director of Place and SRO             | High       | PL1808 - 2.2 Roads services quality assurance framework<br>Started | 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   | <b>Estimated Date:</b><br>30/06/2020<br><b>Revised Date:</b><br>31/03/2021<br><b>No of Revisions</b><br>1 | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker<br>Nicole Fraser<br>Sean Gilchrist |

| Ref      | Project/Owner | Issue Type   | Issue/Status | Agreed Management Action   | Dates  | Contributor  |   |
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| Page 186 |               |  |              | 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. |  |  |   |
|          | 89            | Road Services Improvement Plan<br>PL1808 Issue 3. Roads inspection, defect categorisation, and repairs<br>Paul Lawrence, Executive Director of Place and SRO | Low          | PL1808 - 3.2b)<br>Inspector accreditation<br>Started   | 2. Ensure all relevant Inspectors are accredited by an appropriately accredited professional body.   | Estimated Date:<br>31/08/2020<br>Revised Date:<br>01/01/2021<br>No of Revisions<br>0 | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker<br>Nicole Fraser<br>Sean Gilchrist |
|          | 90            | Road Services Improvement Plan<br>PL1808 Issue 3. Roads inspection, defect categorisation, and repairs   | Low          | PL1808 - 3.3<br>Management information for planned inspections<br>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:<br>31/03/2020<br>Revised Date:<br>30/06/2021<br>No of                | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker                                    |

| Ref                | Project/Owner  | Issue Type  | Issue/Status   | Agreed Management Action   | Dates  | Contributor  |
|--------------------|--|-------------|--|--|--|--|
|                    | Paul Lawrence, Executive Director of Place and SRO   |             |  |  | <b>Revisions</b><br><b>4</b>   | Nicole Fraser<br>Sean Gilchrist  |
| 91                 | Road Services Improvement Plan<br><br>PL1808 Issue 4. Roads - Management of public liability claims<br><br>Paul Lawrence, Executive Director of Place and SRO  | <b>Low</b>  | PL1808 - 4.1 Management of public liability claims<br><br>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.  | <b>Estimated Date:</b><br><b>28/05/2020</b><br><b>Revised Date:</b><br><b>31/12/2020</b><br><b>No of Revisions</b><br><b>1</b> | Alison Coburn<br>Cliff Hutt<br>David Givan<br>Gareth Barwell<br>Gavin Brown<br>George Gaunt<br>Jamie Watson<br>Jordan Walker<br>Nicole Fraser<br>Sean Gilchrist  |
| Page 187<br><br>92 | School admissions, appeals and capacity planning<br><br>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance<br><br>Julien Kramer, Interim Director of Communities and Families | <b>High</b> | CF1901: Issue 1.1(b) - Review of Admissions Operational Procedures<br><br><b>Implemented</b> | 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. | <b>Estimated Date:</b> <b>31/08/202</b><br><b>0 Revised Date:</b> <b>22/02/202</b><br><b>1 No of Revisions</b> <b>1</b>        | Alison Roarty<br>Arran Finlay<br>Gavin King<br>Hayley Barnett<br>Layla Smith<br>Liz Harrison<br>Lorna French<br>Matthew Clarke<br>Michelle Vanhegan<br>Neil Jamieson<br>Nick Smith<br>Nickey Boyle<br>Nicola Harvey<br>Sheila Haig<br>Stephen Moir |

| Ref | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action   | Dates   | Contributor   |
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| 93  | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions &amp; Appeals</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>CF1901 Issue 2.4: Managing Conflicts of Interest</p> <p>Pending</p>        | <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>  | <p><b>Estimated Date:</b><br/>30/06/2020</p> <p><b>Revised Date:</b><br/>31/10/2021</p> <p><b>No of Revisions</b><br/>2</p> | <p>Arran Finlay<br/>Claire Thompson<br/>Liz Harrison<br/>Lorna French<br/>Michelle McMillan<br/>Nickey Boyle</p>  |
| 94  | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures &amp; Guidance</p> <p>Julien Kramer, Interim Director of Communities and Families</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><b>Estimated Date:</b><br/>31/08/2020</p> <p><b>Revised Date:</b><br/>22/02/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Roarty<br/>Arran Finlay<br/>Gavin King<br/>Hayley Barnett<br/>Layla Smith<br/>Liz Harrison<br/>Lorna French<br/>Matthew Clarke<br/>Michelle Vanhegan<br/>Neil Jamieson<br/>Nick Smith<br/>Nickey Boyle<br/>Nicola Harvey<br/>Sheila Haig<br/>Stephen Moir</p> |
| 95  | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and</p>  | High       | <p>CF1901: Issue 1.1(d)/(e) - Communicating Guidance on Website &amp; Orb</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><b>Estimated Date:</b><br/>30/09/2020</p> <p><b>Revised Date:</b><br/>31/10/2021</p> <p><b>No of</b></p>                 | <p>Alison Roarty<br/>Arran Finlay<br/>Gavin King<br/>Hayley Barnett<br/>Layla Smith<br/>Liz Harrison</p>  |



| Ref      | Project/Owner  | Issue Type  | Issue/Status  | Agreed Management Action  | Dates  | Contributor   |
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|          | capacity planning - Issue 1: Policies, Procedures & Guidance<br><br>Julien Kramer, Interim Director of Communities and Families  |             | Started   |   | <b>Revisions</b><br><b>1</b>   | Lorna French<br>Matthew Clarke<br>Michelle Vanhegan<br>Neil Jamieson<br>Nick Smith<br>Nickey Boyle<br>Nicola Harvey<br>Sheila Haig<br>Stephen Moir  |
| Page 189 | School admissions, appeals and capacity planning<br><br>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance<br><br>Julien Kramer, Interim Director of Communities and Families | <b>High</b> | CF1901: Issue 1.2 - Review & Update of School Websites<br><br>Started | 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. | <b>Estimated Date:</b><br><b>31/12/2020</b><br><b>Revised Date:</b><br><b>01/05/2021</b><br><b>No of Revisions</b><br><b>0</b> | Arran Finlay<br>Claire Thompson<br>Liz Harrison<br>Lorna French<br>Michelle McMillan<br>Nickey Boyle  |
| 97       | School admissions, appeals and capacity planning<br><br>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures & Guidance<br><br>Julien Kramer, Interim                                      | <b>High</b> | CF1901: Issue 1.3(a) - Review of Operational Forms<br><br>Started     | 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.   | <b>Estimated Date:</b><br><b>31/12/2020</b><br><b>Revised Date:</b><br><b>01/05/2021</b><br><b>No of Revisions</b><br><b>0</b> | Alison Roarty<br>Arran Finlay<br>Layla Smith<br>Liz Harrison<br>Lorna French<br>Michelle Vanhegan<br>Neil Jamieson<br>Nickey Boyle<br>Nicola Harvey |



| Ref            | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action   | Dates   | Contributor  |
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|                | Director of Communities and Families   |            |   |  |   | Sheila Haig<br>Stephen Moir  |
| 98<br>Page 190 | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 1: Policies, Procedures &amp; Guidance</p> <p>Julien Kramer, Interim Director of Communities and Families</p>              | High       | <p>CF1901: Issue 1.3(d) - Issuing Standard Letters &amp; Forms</p> <p>Started</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><b>Estimated Date:</b><br/>31/12/2020</p> <p><b>Revised Date:</b><br/>31/10/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Arran Finlay<br/>Claire Thompson<br/>Liz Harrison<br/>Lorna French<br/>Michelle McMillan<br/>Nickey Boyle</p> |
| 99             | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions &amp; Appeals</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>CF1901 Issue 2.2: Waiting List Management</p> <p>Started</p>                   | <p>The remit of the working group led by the Communities and Families Senior Education Officer, will include a review of waiting list management. The working group will consider the risks outlined in this report and should the creation of a centralised system not be feasible, alternative arrangements will be developed to improve customer experience, and the effectiveness and efficiency of waiting list management. The review will consider if the new SEEMIS schools system currently under development will improve current processes.</p>   | <p><b>Estimated Date:</b><br/>30/06/2021</p> <p><b>Revised Date:</b><br/>01/11/2021</p> <p><b>No of Revisions</b><br/>0</p> | <p>Arran Finlay<br/>Claire Thompson<br/>Liz Harrison<br/>Lorna French<br/>Michelle McMillan<br/>Nickey Boyle</p> |

| Ref             | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor   |
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| 100             | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions &amp; Appeals</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>CF1901 Issue 2.3(b): Quality Assurance Checks in Schools</p> <p>Started</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><b>Estimated Date:</b><br/>30/06/2020</p> <p><b>Revised Date:</b><br/>22/02/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Arran Finlay<br/>Claire Thompson<br/>Liz Harrison<br/>Lorna French<br/>Michelle McMillan<br/>Nickey Boyle</p>  |
| Page 191<br>101 | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 2: Operational Processes - Admissions &amp; Appeals</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>CF1901 Issue 2.5: Placing Request Appeals - key resource dependencies</p> <p>Started</p> | <p>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 trialled in the current year and the updated process implemented for 2021.</p>   | <p><b>Estimated Date:</b><br/>31/03/2021</p> <p><b>Revised Date:</b><br/>01/08/2021</p> <p><b>No of Revisions</b><br/>0</p> | <p>Alison Roarty<br/>Arran Finlay<br/>Gavin King<br/>Hayley Barnett<br/>Layla Smith<br/>Liz Harrison<br/>Lorna French<br/>Matthew Clarke<br/>Michelle Vanhegan<br/>Neil Jamieson<br/>Nick Smith<br/>Nickey Boyle<br/>Nicola Harvey<br/>Sheila Haig<br/>Stephen Moir</p> |

| Ref | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor   |
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| 102 | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation &amp; Delivery Responsibilities</p> <p>Julien Kramer, Interim Director of Communities and Families</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><b>Estimated Date:</b><br/>31/08/2020</p> <p><b>Revised Date:</b><br/>22/02/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Roarty<br/>Arran Finlay<br/>Gavin King<br/>Hayley Barnett<br/>Layla Smith<br/>Liz Harrison<br/>Lorna French<br/>Matthew Clarke<br/>Michelle Vanhegan<br/>Neil Jamieson<br/>Nick Smith<br/>Nickey Boyle<br/>Nicola Harvey<br/>Sheila Haig<br/>Stephen Moir</p> |
| 103 | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 3: Process Documentation &amp; Delivery Responsibilities</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | Medium     | <p>CF1901 Issue 3.1(d): Roles &amp; Responsibilities Out with Annual Process</p> <p>Started</p> | <p>The working group will review the roles and responsibilities for any tasks performed out with the annual P1/S1 admissions, appeals and capacity planning process. These will be documented and communicated to all teams involved in the process. The review will include identifying key contacts for common non-annual admissions queries, for example, home schooling; private schooling; dealing with refugees; and requests for current or future capacity information, to ensure that they can be appropriately redirected and resolved.</p>   | <p><b>Estimated Date:</b><br/>31/08/2020</p> <p><b>Revised Date:</b><br/>22/02/2021</p> <p><b>No of Revisions</b><br/>3</p> | <p>Alison Roarty<br/>Arran Finlay<br/>Gavin King<br/>Hayley Barnett<br/>Layla Smith<br/>Liz Harrison<br/>Lorna French<br/>Matthew Clarke<br/>Michelle Vanhegan<br/>Neil Jamieson<br/>Nick Smith<br/>Nickey Boyle<br/>Nicola Harvey<br/>Sheila Haig<br/>Stephen Moir</p> |

| Ref | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor   |
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| 104 | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security &amp; Retention</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | Medium     | <p>CF1901: Issue 4.4(a): Document Retention &amp; 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 out with the relevant period will be destroyed in line with the Council's disposal guidelines and a retention schedule and destruction log maintained.</p> | <p><b>Estimated Date:</b><br/>30/06/2020<br/><b>Revised Date:</b><br/>30/09/2021<br/><b>No of Revisions</b><br/>2</p> | <p>Alison Roarty<br/>Arran Finlay<br/>Gavin King<br/>Hayley Barnett<br/>Layla Smith<br/>Liz Harrison<br/>Lorna French<br/>Michelle Vanhegan<br/>Neil Jamieson<br/>Nickey Boyle<br/>Nicola Harvey<br/>Sheila Haig<br/>Stephen Moir</p> |
| 105 | <p>School admissions, appeals and capacity planning</p> <p>CF1901: School admissions, appeals and capacity planning - Issue 4: Data Access, Security &amp; Retention</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | Medium     | <p>CF1901: Issue 4.4(b): Document Retention &amp; Disposal; Schools</p> <p>Started</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><b>Estimated Date:</b><br/>30/06/2020<br/><b>Revised Date:</b><br/>30/09/2021<br/><b>No of Revisions</b><br/>2</p> | <p>Arran Finlay<br/>Claire Thompson<br/>Liz Harrison<br/>Lorna French<br/>Michelle McMillan<br/>Nickey Boyle</p>  |
| 106 | <p>Social Media - Access Controls</p> <p>1. Social media operational framework</p> <p>Stephen Moir, Executive</p>   | High       | <p>CE1901 Rec1.1 Social media operational framework</p> <p>Started</p>                      | <p>1. A social media operational framework will be developed to be used and followed by service areas across the Council. The content of the framework will cover all of the points noted at 1 above with the following exceptions: whilst an enterprise social media tool would be the optimal solution to manage and report on ongoing use of social media across the council, implementation of Sprout Social for</p>  | <p><b>Estimated Date:</b><br/>31/05/2021<br/><b>Revised Date:</b><br/><br/><b>No of</b></p>                           | <p>Layla Smith<br/>Michael Pinkerton<br/>Michelle Vanhegan</p>  |

| Ref      | Project/Owner                | Issue Type | Issue/Status | Agreed Management Action  | Dates                                | Contributor |
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| Page 194 | Director, Corporate Services |            |              | <p>every social media account across the council would be prohibitive from a cost perspective. Instead, an appropriate risk-based threshold will be applied to determine the Council's most significant social media accounts (for example, number of followers and / or usage volumes), and account owners will be requested to manage these accounts through the Sprout Social platform. it is not always possible to obtain validation from platform providers; however social media account owners will be encouraged to achieve this where possible.2. Second line ownership of the framework together with any cross Council support requirements (for example support required from Digital Services and / or Human Resources) will be defined and agreed, and first line divisions and directorates will be requested to confirm their ongoing compliance with framework requirements within their annual governance statement responses.3. Once designed, the framework will be reviewed and approved by the Corporate Leadership Team (CLT) to ensure that all directorates are aware of and agree with the framework content.4. Once approved by the CLT, the framework will be communicated across all Council divisions and directorates and published on the Orb.</p> | <p><b>Revisions</b><br/><b>0</b></p> |             |

| Ref      | Project/Owner  | Issue Type    | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
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| 107      | <p>Social Media - Access Controls</p> <p>1. Social media operational framework</p> <p>Stephen Moir, Executive Director, Corporate Services</p>                   | <b>High</b>   | <p>CE1901 Rec1.2 Social Media Guidance</p> <p>Started</p>  | <p>1. The operational framework will include a section on social media guidance and will seek to cover all the issues set out above. Further detailed guidance will be produced and circulated if required 2. The guidance will include details of the recommended management oversight to confirm that the guidance is being consistently applied. 3. The operational framework and guidance will be shared across divisions and directorates with a request that any existing local procedures should no longer be applied. The guidance will also be published on the Orb and linked to the social media operational framework.</p> | <p><b>Estimated Date:31/05/2021</b></p> <p><b>1 Revised Date: No of Revisions 0</b></p> | <p>David Ure</p> <p>Layla Smith</p> <p>Michael Pinkerton</p> <p>Michelle Vanhegan</p> |
| Page 195 | <p>Social Media - Access Controls</p> <p>2. Social media operational security and privacy issues</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | <b>Medium</b> | <p>CE1901 Rec 2.1 Operational framework -Social media guidance on operational security and privacy issues</p> <p>Started</p> | <p>To prevent potential recurrence, these points will also be included in the operational framework and supporting guidance to be developed (refer finding 1).</p>   | <p><b>Estimated Date: 28/05/2021</b></p> <p><b>Revised Date: No of Revisions 0</b></p>  | <p>David Ure</p> <p>Layla Smith</p> <p>Michael Pinkerton</p> <p>Michelle Vanhegan</p> |

| Ref | Project/Owner  | Issue Type | Issue/Status   | Agreed Management Action  | Dates  | Contributor  |
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| 109 | <p>Social Media - Access Controls</p> <p>2. Social media operational security and privacy issues</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | Medium     | <p>CE1901 Rec 2.2b Corporate DPIAs for social media channels</p> <p>Started</p>  | <p>Corporate DPIAs will be prepared to support the Council's use of social media, with one DPIA completed for each social media channel used. The corporate DPIA will be prepared by Communications with support from Information Governance and will define the requirements to support ongoing compliance with data protection regulations for ongoing social media use across the Council. The corporate DPIAs will be shared with all social media account owners with a request that they confirm that their social media accounts will be managed in line with the framework set out in the DPIA. Where account owners confirm that this is not possible, they will be requested to engage with Information Governance to complete separate DPIAs for the relevant social media accounts.</p> | <p><b>Estimated Date:</b><br/>28/05/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>David Ure<br/>Layla Smith<br/>Michael Pinkerton<br/>Michelle Vanhegan</p> |
| 110 | <p>Social Media - Access Controls</p> <p>2. Social media operational security and privacy issues</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | Medium     | <p>CE1901 Rec 2.2a Communicating initial requirements to social media account users - operational security and privacy issues</p> <p>Started</p> | <p>The outcomes detailed in this finding will be shared with all social media account users across the Council with a request that they action points 4; 6; and 8 immediately (where possible) and advising that these areas will be a future ongoing requirement of the social media operational framework that is currently being designed.</p>   | <p><b>Estimated Date:</b><br/>28/05/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>David Ure<br/>Layla Smith<br/>Michael Pinkerton<br/>Michelle Vanhegan</p> |



| Ref             | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action   | Dates  | Contributor  |
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| 111             | Social Media - Access Controls<br>3. Social media training<br>Stephen Moir, Executive Director, Corporate Services                            | Medium     | Rec 3.1 - Social media training needs assessment<br><br>Started   | 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 essential learning programmes for those roles that include a social media remit / responsibility. | Estimated Date:<br>30/06/2021<br>Revised Date:<br><br>No of Revisions<br>0           | David Ure<br>Layla Smith<br>Michael Pinkerton<br>Michelle Vanhegan           |
| Page 197<br>111 | Social Media - Access Controls<br>3. Social media training<br>Stephen Moir, Executive Director, Corporate Services                            | Medium     | Rec 3.2 - Refresh of social media training materials<br><br>Started   | 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:<br>30/06/2021<br>Revised Date:<br><br>No of Revisions<br>0           | David Ure<br>Layla Smith<br>Michael Pinkerton<br>Michelle Vanhegan           |
| 113             | Social Work Centre Bank Account Reconciliations<br><br>Corporate Appointee Client Fund Management<br><br>Judith Proctor, Chief Officer - HSCP | High       | 2.2. Updating procedures to include an annual review of Corporate Appointee contracts<br><br><b>Implemented</b> | 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:<br>30/04/2018<br>Revised Date:<br>01/08/2021<br>No of Revisions<br>2 | Alison Roarty<br>Angela Ritchie<br>Colin Beck<br>Louise McRae<br>Tony Duncan |



| Ref             | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor   |
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| 114             | <p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer - HSCP</p> | High       | <p>Rec. 8 Business Support and Senior Social Worker - refresher training closing and reallocation of client fund accounts</p> <p><b>Implemented</b></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><b>Estimated Date:</b><br/>31/05/2018<br/><b>Revised Date:</b><br/>01/08/2021<br/><b>No of Revisions</b><br/>3</p> | <p>Alison Roarty<br/>Angela Ritchie<br/>Colin Beck<br/>Louise McRae<br/>Tony Duncan</p> |
| Page 198<br>115 | <p>Social Work Centre Bank Account Reconciliations</p> <p>Corporate Appointee Client Fund Management</p> <p>Judith Proctor, Chief Officer - HSCP</p> | High       | <p>Rec 1b - Business Support - review of Corporate Appointee processes</p> <p><b>Implemented</b></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><b>Estimated Date:</b><br/>31/05/2018<br/><b>Revised Date:</b><br/>01/08/2021<br/><b>No of Revisions</b><br/>2</p> | <p>Alison Roarty<br/>Angela Ritchie<br/>Colin Beck<br/>Louise McRae<br/>Tony Duncan</p> |

| Ref | Project/Owner   | Issue Type  | Issue/Status  | Agreed Management Action  | Dates  | Contributor  |
|-----|---|-------------|---|---|--|--|
| 116 | Social Work Centre Bank Account Reconciliations<br><br>Corporate Appointee Client Fund Management<br><br>Judith Proctor, Chief Officer - HSCP | <b>High</b> | Recommendation 1a - Health & Social Care<br><br>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> | <b>Estimated Date:</b><br><b>28/06/2019</b><br><b>Revised Date:</b><br><b>01/11/2021</b><br><b>No of Revisions</b><br><b>3</b> | Alison Roarty<br>Angela Ritchie<br>Colin Beck<br>Louise McRae<br>Tony Duncan |

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| Ref | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor  |
|-----|---|------------|---|---|---|--|
| 117 | <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:<br/>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><b>Estimated Date:</b><br/>20/12/2019</p> <p><b>Revised Date:</b><br/>31/03/2022</p> <p><b>No of Revisions</b><br/>4</p> | <p>Alan Simpson<br/>Alison Coburn<br/>Claire Duchart<br/>Cliff Hutt<br/>David Givan<br/>Gareth Barwell<br/>Gavin Brown<br/>George Gaunt<br/>Lindsey McPhillips<br/>Nicole Fraser<br/>Robert Mansell<br/>Tony Booth</p> |
| 118 | <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><b>Estimated Date:</b><br/>30/09/2019</p> <p><b>Revised Date:</b><br/>31/08/2021</p> <p><b>No of Revisions</b><br/>6</p> | <p>Alan Simpson<br/>Alison Coburn<br/>Claire Duchart<br/>David Givan<br/>Gareth Barwell<br/>Gavin Brown<br/>George Gaunt<br/>Lindsey McPhillips<br/>Mark Love<br/>Nicole Fraser<br/>Robert Mansell<br/>Tony Booth</p>  |

| Ref | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action  | Dates  | Contributor  |
|-----|---|------------|---|---|--|--|
| 119 | <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:<br/>Rec 3 - Checklist retention procedures</p> <p>Started</p>               | Processes for the completion and retention of the checklist to be included in appropriate Operational Guide.  | <p><b>Estimated Date:</b><br/><b>31/03/2020</b></p> <p><b>Revised Date:</b><br/><b>31/08/2021</b></p> <p><b>No of Revisions</b><br/><b>6</b></p> | <p>Alan Simpson<br/>Alison Coburn<br/>Claire Duchart<br/>Cliff Hutt<br/>David Givan<br/>Gareth Barwell<br/>Gavin Brown<br/>George Gaunt<br/>Lindsey McPhillips<br/>Mark Love<br/>Nicole Fraser<br/>Robert Mansell<br/>Tony Booth</p> |
| 120 | <p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Judith Proctor, Chief Officer - HSCP</p>         | High       | <p>RES1809 Issue 1.2(1): Supplier management quality assurance - H&amp;SCP</p> <p>Pending</p> | Health and Social Care Partnership Quality assurance monitoring is performed over the two Partnership contracts included in the Internal Audit sample, through the Multi Agency Quality Assurance meetings held every two months – one for care at home/care and support, and another one for care homes and adult residential. The terms of reference of this enhanced monitoring arrangement include care inspectorate grades and care service feedback complaints. There are also areas of excellent practice with some weekly supplier meetings and ongoing monitoring, and some suppliers have payment terms that are linked to quarterly performance (for example the Sustainable Community Support Programme). These recommendations are accepted and will be implemented following implementation of the refreshed Contracts management framework (that includes an enhanced contract risk assessment matrix for the Partnership), and refresh of the Partnership contracts register. | <p><b>Estimated Date:</b><br/><b>29/06/2021</b></p> <p><b>Revised Date:</b><br/><b>01/11/2021</b></p> <p><b>No of Revisions</b><br/><b>0</b></p> | <p>Angela Ritchie<br/>Moira Pringle<br/>Tony Duncan</p>  |

| Ref | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor   |
|-----|--|------------|---|---|---|---|
| 121 | <p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>RES1809 Issue 1.2(2): Supplier management quality assurance - Education and Children's Services</p> <p>Started</p> | <p>Education and Children's Services</p> <p>Recommendations are accepted and will be implemented. A quality assurance process will be put in place taking into account the contract management toolkit and the council contract standing orders. We will continue to have regular supplier meetings as are already in place. This has been strengthened in recent months in relation to the commissioning of out of council residential placements and suppliers are being held to account in relation to the achievement of agreed outcomes for children and young people.</p> | <p><b>Estimated Date:</b><br/>29/06/2021</p> <p><b>Revised Date:</b><br/>01/11/2021</p> <p><b>No of Revisions</b><br/>0</p> | <p>David Hoy</p> <p>Jackie Irvine</p> <p>Liz Harrison</p> <p>Lorna French</p> <p>Michelle McMillan</p> <p>Nichola Dadds</p> <p>Nickey Boyle</p>                         |
| 122 | <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>Started</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><b>Estimated Date:</b><br/>31/03/2021</p> <p><b>Revised Date:</b><br/>30/09/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Coburn</p> <p>Audrey Dutton</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Karl Chapman</p> <p>Lindsay Robertson</p> <p>Peter Watton</p> |
| 123 | <p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p>  | High       | <p>RES1809 Issue 1.3(3): Contract manager support and guidance - Place</p> <p>Started</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><b>Estimated Date:</b><br/>31/08/2020</p> <p><b>Revised Date:</b><br/>30/09/2021</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Coburn</p> <p>Audrey Dutton</p> <p>David Givan</p> <p>Gareth Barwell</p> <p>George Gaunt</p> <p>Karl Chapman</p> <p>Lindsay Robertson</p> <p>Peter Watton</p> |

| Ref      | Project/Owner  | Issue Type  | Issue/Status   | Agreed Management Action   | Dates   | Contributor   |
|----------|--|-------------|--|--|---|---|
|          | Paul Lawrence, Executive Director of Place and SRO   |             |  |  |   |   |
| Page 203 | <p>Supplier Management Framework and CIS Payments</p> <p>RES1809 Issue 1: Contract Management by Directorates and Service Areas</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | <b>High</b> | <p>RES1809 Issue 1.4(3): Review of contract waivers - Education and Children's Services</p> <p>Started</p> | <p>Education and Children's Services 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> | <p><b>Estimated Date:</b><br/>27/03/2020</p> <p><b>Revised Date:</b><br/>01/11/2020</p> <p><b>No of Revisions</b><br/>1</p> | <p>Anna Gray<br/>Claire Thompson<br/>Crawford McGhie<br/>David Hoy<br/>Jackie Irvine<br/>Liz Harrison<br/>Lorna French<br/>Michelle McMillan<br/>Nichola Dadds<br/>Nickey Boyle</p> |

| Ref             | Project/Owner  | Issue Type  | Issue/Status  | Agreed Management Action   | Dates   | Contributor   |
|-----------------|--|-------------|---|--|---|---|
| Page 204<br>125 | Supplier Management Framework and CIS Payments<br><br>RES1809 Issue 2: Contracts and Grants Management Strategic Direction<br><br>Stephen Moir, Executive Director, Corporate Services | <b>High</b> | RES1809 Issue 2.3: Project Governance supporting implementation of the Public Contracts Scotland Tendering technology system<br><br>Started | <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&amp;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</p> | <p style="text-align: center;"> <b>Estimated Date:</b><br/> <b>31/12/2020</b><br/> <b>Revised Date:</b><br/> <b>31/12/2021</b><br/> <b>No of Revisions</b><br/> <b>1</b> </p> | Annette Smith<br>Gavin Brown<br>Hugh Dunn<br>Iain Strachan<br>Layla Smith<br>Michelle Vanhegan<br>Mollie Kerr |

| Ref             | Project/Owner   | Issue Type | Issue/Status  | Agreed Management Action  | Dates   | Contributor  |
|-----------------|---|------------|---|---|---|--|
|                 |   |            |   | 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.   |   |  |
| Page 205<br>126 | <p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 2: Ongoing shadow IT and end user computing management</p> <p>Stephen Moir, Executive Director, Corporate Services</p> | High       | <p>CW1914 Rec 2.1 - Shadow IT and end user computing system owner responsibilities</p> <p>Started</p> | <p>1. A detailed cloud based / shadow IT framework will also be designed and implemented across the Council. This will consolidate and include links to procurement requirements; the new user access management framework; and the existing externally hosted ICT services protocol, ensuring that all existing requirements that apply to ongoing use of Shadow IT systems are consolidated and reflected in one place. 2. Where the points above are not included in the existing frameworks or protocols, they will be reflected in the new shadow IT framework document. 3. The new framework will be communicated across all divisions and directorates and published on the Orb.</p> | <p><b>Estimated Date:</b><br/>30/07/2021</p> <p><b>Revised Date:</b><br/>28/02/2022</p> <p><b>No of Revisions</b><br/>1</p> | <p>Alison Roarty<br/>Heather Robb<br/>Layla Smith<br/>Michelle Vanhegan<br/>Mike Brown<br/>Nicola Harvey</p>             |
| 127             | <p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 2: Ongoing shadow IT and end user computing management</p>   | High       | <p>CW1914 Rec 2.1a - Second line assurance and oversight (Corporate Services)</p>                     | <p>The following actions were discussed and agreed by the Council's Corporate Leadership Team and will be applied by all first line divisions and directorates. 1. divisions and directorates will confirm whether they are consistently applying shadow IT framework and meet the requirements of the Council's externally hosted ICT services protocol in their annual assurance statements, and</p>  | <p><b>Estimated Date:</b><br/>30/07/2021</p> <p><b>Revised Date:</b><br/>31/05/2022</p> <p><b>No of</b></p>                 | <p>Alison Roarty<br/>Annette Smith<br/>Hugh Dunn<br/>Katy Miller<br/>Layla Smith<br/>Michelle Vanhegan<br/>Mike Bell</p> |



| Ref             | Project/Owner  | Issue Type  | Issue/Status  | Agreed Management Action  | Dates  | Contributor   |
|-----------------|--|-------------|---|---|--|---|
|                 | Stephen Moir, Executive Director, Corporate Services   |             | Started   | with any gaps or instances of non-compliance disclosed; 2. reliance will be placed on third line oversight by Internal Audit (IA), acknowledging that the assurance provided in relation to the ongoing management of shadow IT technology applications across the Council will be considered as part of IA's ongoing risk based assurance proposals, with assurance unlikely to be provided on an ongoing basis.   | <b>Revisions</b><br><b>1</b>   | Nick Smith<br>Nicola Harvey<br>Peter Watton   |
| Page 206<br>128 | Unsupported Technology (Shadow IT) and End User Computing<br><br>CW1914 Issue 2: Ongoing shadow IT and end user computing management<br><br>Paul Lawrence, Executive Director of Place and SRO | <b>High</b> | CW1914 Rec 2.1b<br>- Second line assurance and oversight (Place)<br><br>Started | The following actions were discussed and agreed by the Council's Corporate Leadership Team and will be applied by all first line divisions and directorates. 1. divisions and directorates will confirm whether they are consistently applying shadow IT framework and meet the requirements of the Council's externally hosted ICT services protocol in their annual assurance statements, and with any gaps or instances of non-compliance disclosed; 2. reliance will be placed on third line oversight by Internal Audit (IA), acknowledging that the assurance provided in relation to the ongoing management of shadow IT technology applications across the Council will be considered as part of IA's ongoing risk based assurance proposals, with assurance unlikely to be provided on an ongoing basis. | <b>Estimated Date:</b><br><b>30/07/2021</b><br><b>Revised Date:</b><br><b>30/09/2021</b><br><b>No of Revisions</b><br><b>1</b> | Alison Coburn<br>Audrey Dutton<br>Gareth Barwell<br>Karl Chapman<br>Lindsay Robertson<br>Peter Watton |

| Ref | Project/Owner  | Issue Type | Issue/Status  | Agreed Management Action   | Dates  | Contributor   |
|-----|--|------------|---|--|--|---|
| 129 | <p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 2: Ongoing shadow IT and end user computing management</p> <p>Judith Proctor, Chief Officer - HSCP</p>                        | High       | <p>CW1914 Rec 2.1d - Second line assurance and oversight (Health and Social Care)</p> <p><b>Implemented</b></p> | <p>The following actions were discussed and agreed by the Council's Corporate Leadership Team and will be applied by all first line divisions and directorates. 1. divisions and directorates will confirm whether they are consistently applying shadow IT framework and meet the requirements of the Council's externally hosted ICT services protocol in their annual assurance statements, and with any gaps or instances of non-compliance disclosed; 2. reliance will be placed on third line oversight by Internal Audit (IA), acknowledging that the assurance provided in relation to the ongoing management of shadow IT technology applications across the Council will be considered as part of IA's ongoing risk based assurance proposals, with assurance unlikely to be provided on an ongoing basis.</p> | <p><b>Estimated Date:</b><br/>30/07/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>Angela Ritchie<br/>Moira Pringle<br/>Tom Cowan<br/>Tony Duncan</p>   |
| 130 | <p>Unsupported Technology (Shadow IT) and End User Computing</p> <p>CW1914 Issue 2: Ongoing shadow IT and end user computing management</p> <p>Julien Kramer, Interim Director of Communities and Families</p> | High       | <p>CW1914 Rec 2.1c - Second line assurance and oversight (Education and Children's Services)</p> <p>Started</p> | <p>The following actions were discussed and agreed by the Council's Corporate Leadership Team and will be applied by all first line divisions and directorates. 1. divisions and directorates will confirm whether they are consistently applying shadow IT framework and meet the requirements of the Council's externally hosted ICT services protocol in their annual assurance statements, and with any gaps or instances of non-compliance disclosed; 2. reliance will be placed on third line oversight by Internal Audit (IA), acknowledging that the assurance provided in relation to the ongoing management of shadow IT technology applications across the Council will be considered as part of IA's ongoing risk based assurance proposals, with assurance unlikely to be provided on an ongoing basis.</p> | <p><b>Estimated Date:</b><br/>30/07/2021</p> <p><b>Revised Date:</b></p> <p><b>No of Revisions</b><br/>0</p> | <p>Crawford<br/>McGhie<br/>Jackie Irvine<br/>Liz Harrison<br/>Lorna French<br/>Michelle McMillan<br/>Nichola Dadds<br/>Nickey Boyle</p> |

**Appendix 3 - Internal Audit Key Performance Indicators as at 11 August 2021**

| Directorate        | Service              | Review   | Audit Status | Terms of ref Service Resps <= 5 days post issue | Terms of Ref Director Resps <= 5 days post issue | Close out mee <=5 days after fieldwork completed | Report Issued by IA <= 10 days post close out meeting | W/Shop <= 5 days after report issued | Mgt Resps Agreed <= 5 days post w/shop | Final Draft to Directors <= 5 days post Mgt Resps | Director Approval <= 3 days from receipt | Final report issued by IA <= 5 days post director | Team Central Updated by IA <=5 days of final report | Comments   |
|--------------------|----------------------|--|--------------|---|--|--|---|--------------------------------------|--|---|--|---|---|--|
| Corporate Services | Human Resources      | Design of the Scottish Local Government Living Wage Requirements | Fieldwork    | 17  | 1  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   |  |
| Corporate Services | Human Resources      | Employee Lifecycle Data and Compensation and Benefits Processes  | Fieldwork    | 13  | 2  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   |  |
| Corporate Services | Legal and Assurance  | Planning and Performance Framework design review                 | Reporting    | 26  | 2  | 3  | 35  | 15                                   | 0                                      | 0   | 0  | 0   | 0   | Challenges with annual leave in service and IA for report and workshop timeframes  |
| Corporate Services | Legal and Assurance  | Elections in Covid Environment - design review                   | Complete     | 3   | 2  | 1  | 10  | N/A                                  | N/A                                    | 2   | 1  | 1   | 7   | No workshops held - report agreed via e mail with management.  |
| Council Wide       | CHS; P&FM; HPS       | Health and Safety - Implementation of asbestos recommendations   | Fieldwork    | 6   | 9  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   | No response from Exec Director of Place - only Executive Director of Resources   |
| Council Wide       | Council Wide         | Fraud and Serious Organised Crime                                | Planning     | 0   | 0  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   | Terms of reference to services 15/07/21 - awaiting responses from Procurement; Planning and Building Standards; Housing Property Services. |
| Place              | Place Mgt, Transport | Parking and Traffic Regulations                                  | Reporting    | 4   | 2  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   |  |
| Place              | Place Mgt, Transport | Active Travel  | Planning     | 9   | 0  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   | Draft Tor to Director 26/07/21. Place has requested postponement as team members new   |
| Corporate Services | Digital Services     | Digital and Smart City Strategy                                  | Planning     | 46  | 0  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   | Agreement on Tor involved a number of meetings and was impacted by annual leave.   |
| Corporate Services | Customer             | Council Tax and Business Rates                                   | Fieldwork    | 7   | 5  | 0  | 0   | 0                                    | 0                                      | 0   | 0  | 0   | 0   |  |



## Culture and Communities Committee

### Deputation for Item 7.1 - Fields in Trust

### Protected Public Parks and Green Spaces

#### 1. About Fields in Trust

Fields in Trust have been legally protecting parks and green spaces for almost 100 years. The charity works with local authorities across the UK to protect green spaces in perpetuity ensuring those spaces are there for future generations and continue to bring benefit for people and the planet.

#### 2. Proposal

Fields in Trust has worked with Edinburgh City Council over many years to protect the City's parks and green spaces and in recent months has partnered to protect 25 more spaces. The portfolio of spaces to be discussed at the Culture and Communities Committee have been carefully mapped by Fields in Trust to increase the % of Edinburgh's population living within a 10minute walk of a green space that has been protected forever.

#### 3. Why protect?

Protecting green spaces has never been more important. Their importance during the Covid-19 pandemic has been increasingly evident for health, fitness and mental wellbeing, and they continue to be a highly valued resource in our recovery especially for those who do not have access to private gardens.

Protecting, enhancing and improving green spaces is prevalent across local authority climate plans. They are considered vital to green infrastructure planning, securing positive effects for biodiversity and offsetting carbon outputs which cause increased heating and poor air quality in urban spaces. Those green spaces will support Edinburgh's climate strategy and meet the target of net zero by 2030, and by legally protecting them they will continue to work hard for the city and the planet's benefit in the future.

Edinburgh City is leading the way in Scotland and the UK in committing to protect multiple parks and green spaces. Choosing to protect at scale sends a strong message to other local authorities about the value of these spaces and their importance in our immediate recovery and the lives of generations to come.

Fields in Trust will be proud to partner with Edinburgh on this portfolio of work and promote this example of best practice to other local authorities.

#### 4. Request

I would ask that the Committee agree to the protection of the further 25 spaces presented by David Jamieson, Parks, Greenspace and Cemeteries, City of Edinburgh Council.

Helen Griffiths  
Chief Executive, Fields in Trust

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