

# Policy and Sustainability Committee

10.00am, Tuesday, 21 March 2023

## Best Value Assurance Audit - Update

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 Note the progress made to date to respond to the Best Value Assurance Audit Report recommendations.
- 1.2 Agree that reporting on the Best Value recommendations will be through the relevant committee/body for each workstream.
- 1.3 Refer this report to the Governance Risk and Best Value Committee for consideration and scrutiny.

**Dr Deborah Smart**

Executive Director of Corporate Services

Contact: Gavin King, Head of Democracy, Governance and Resilience

E-mail: [gavin.king@edinburgh.gov.uk](mailto:gavin.king@edinburgh.gov.uk) | Tel: 0131 529 4239

# Report

## Best Value Assurance Audit - Update

### 2. Executive Summary

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- 2.1 An update was provided on the progress with the implementation of actions from the key recommendations for the Council from the Council's Best Value Assurance Audit Report. Approval is also sought for further updates to be through the arrangements in place for each workstream.

### 3. Background

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- 3.1 The City of Edinburgh Council Best Value Assurance Audit Report (BVAR) was published by the Accounts Commission on 26 November 2020.
- 3.2 Since November 2020, regular updates have been provided to the Policy and Sustainability Committee and the Governance, Risk and Best Value Committee.

### 4. Main report

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- 4.1 The BVAR for the City of Edinburgh Council focused on five key areas: the Council's vision and strategic direction; performance and outcomes including public performance reporting; effective use of resources; partnership working and community engagement, and continuous improvement.
- 4.2 There were six key recommendations made within the BVAR and the latest updates are provided at appendix one.
- 4.3 Significant progress has been made on all six of the key recommendations made in the audit and consideration must be made on future reporting. For many of the recommendations there is not a natural closing point and work will continue indefinitely to improve that area of work in line with the audit recommendations. The following arrangements for each recommendation are in place:
- 4.3.1 Recommendation one – Medium Term Financial Plan– the medium-term financial plan is being taken forward as specific programme of work that will be reported to Council in the near future which will agree future reporting arrangements.

- 4.3.2 Recommendations two and four – Performance - are covered by the Planning and Performance Framework which outlines an approach to committee reporting for performance.
  - 4.3.3 Recommendation three - elected member training - was largely covered by the comprehensive induction training programme, but elected member refresher training will continue throughout the life of the Council.
  - 4.3.4 Recommendation five – Community Engagement and Consultation - a new consultation policy has been agreed and this will be reviewed and updated by the Policy and Sustainability Committee as part of its remit.
  - 4.3.5 Recommendation six - Edinburgh Partnership - Progress in this workstream has been good, with constructive and practical meetings with the Council and the Edinburgh Association of Community Councils. This work will continue to develop and will be reported and monitored at the Edinburgh Partnership.
- 4.4 As a result of the comprehensive reporting arrangements in place for each workstream and the progress that has been made with the Best Value recommendations, it is recommended that the current separate reporting arrangements for the Best Value recommendations cease, and reporting reverts to the arrangements set out in the individual workstreams.

## **5. Next Steps**

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- 5.1 This report will be referred to the Governance, Risk and Best Value Committee for its information.

## **6. Financial impact**

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- 6.1 There is no direct financial impact resulting from the Best Value Assurance Audit. All improvement actions will be individually costed and will be required to be managed through existing revenue budget allocations.

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

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- 7.1 Each workstream has involved differing stakeholder involvement as appropriate and the details of this are included in the appendix.

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

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- 8.1 [Best Value Assurance Audit](#) – City of Edinburgh Council, 10 December 2020

## 9. Appendices

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### 9.1 Appendix 1 – Best Value Assurance Audit - Status Update Table

## Appendix 1

## Status Update Table – March 2023

Recommendation	Status and progress to date at February 2021 including next steps and timescales Next steps and timescales	March 2022 update	June 2022 update	August 2022 Update	October 2022 Update	November 2022 Update	March 2023 Update	
1(b)	<p>As part of its Adaptation and Renewal Programme, the council should prepare sustainable medium and long-term financial plans, and detailed workforce plans, to support its strategic priorities.</p>	<p>Given the announcement on 5 January 2021 that Edinburgh and all other mainland authorities in Scotland would be returning to arrangements akin to the March 2020 lockdown and the significant consequent increase in uncertainty and risk that any longer-term budget is based on incomplete information or flawed assumptions, the primary focus for 2021/22 activity has reflected the Council's statutory responsibility to set a balanced budget for the following year by 11 March. This shorter, one-year timeframe is consistent with both the UK and Scottish Governments and councils elsewhere in Scotland.</p> <p>Once the financial position is clearer, a strategic long-term financial plan, guided by the overarching vision, principles and priorities set out within the Business Plan: Our Future Council, Our Future City will therefore be developed to maintain its financial sustainability.</p>	<p>An update on the revenue budget framework, based on a five-year planning timeframe, was presented to the Finance and Resources Committee on 7 October 2021, highlighting a cumulative projected savings requirement of some £126m by 2026/27.</p> <p>Recognising the lead-in time for the scale of change likely to be required to address this requirement, the report re-emphasised the need for early consideration and a corresponding comprehensive and sustainable savings plan, rooted in the Council's priorities as set</p>	<p>While the Council has approved a balanced revenue budget for 2022/23, there are significant financial challenges going forward. Current projections indicate a need to deliver at least £63m of recurring savings in 2023/24, increasing to £144m over the five-year period to 2026/27. The grant funding and other planning assumptions underlying these gaps will be reviewed following the publication of the Scottish Government's Resource</p>	<p>While the Council has approved a balanced revenue budget for 2022/23, there are significant financial challenges going forward. Current projections indicate a need to deliver at least £63m of recurring savings in 2023/24, increasing to £144m over the five-year period to 2026/27. The grant funding and other planning assumptions underlying these gaps were reviewed following the publication of the Scottish Government's Resource Spending Review on 31 May and, given increasing inflation-related pressures, a further update will be reported to the Finance and Resources Committee on 8 September.</p>	<p>An update on the Council's revenue budget planning assumptions was considered by the Finance and Resources Committee on 8 September 2022, indicating an increase in the estimated savings requirement for 2023/24 to £70.4m and £152.9m over the period to 2026/27 whilst noting a number of other inflation-related risks and pressures. Members also noted progress in the development of the Council's Medium-Term Financial Plan and the intention to present draft budget proposals for 2023/24 and broad programmes of activity to contribute towards future years' savings requirements at the Committee's meeting</p>	<p>A report considered by the Finance and Resources Committee on 10 November 2022 updated members on the outcome of the most recent review of the Council's financial planning assumptions, resulting in an increased estimated savings requirement before mitigations of £76.5m in 2023/24 and £158.6m by 2026/27. A number of further risks are highlighted, particularly those in respect of demand-led services, inflation and the Council's level of grant funding settlement.</p> <p>A range of proposed measures, including corporate</p>	<p>On 23 February 2023, the Council agreed a one-year balanced budget for 2023/24. Given the extent of future years' savings requirements and wider environmental factors, however, it is imperative that planning of a longer period of strategic change be initiated immediately given the required lead-in times for detailed programme development and implementation.</p> <p>Development of the Council's Medium-Term Financial Plan (MTFP) will place a greater emphasis on strategic and cross-cutting</p>

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	<p>The BVAR also noted findings in relation to the setting and subsequent implementation and delivery of the Council's revenue budget. These included continuing shortfalls in savings delivery (and consequent reliance on savings in non-service budgets), a lack of robustness in the implementation plans for some proposals and the potential for the Council's use of reserves to become unsustainable without decisive action.</p> <p>In seeking to address these concerns, a number of further enhancements have been introduced into this year's process, including updated, detailed and consistently applied guidance for Finance professionals in assessing the rigour of accompanying savings implementation plans and more general earlier recognition, through discussion and agreement at Corporate Leadership Team, of the impact of underlying service pressures and savings</p>	<p>out in the Business Plan, to be initiated by Autumn 2021 to address the projected funding gap in 2022/23 and, in particular, the significant shortfalls in subsequent years.</p> <p>The Finance and Resources Committee meeting on 7 October also considered an update on the Council's Sustainable Capital Strategy. Following a review of the funding of the programme, the existing Capital Budget Strategy for 2022/32 was assessed to be broadly affordable, albeit with some required savings still to be identified. Delivery of this</p>	<p>Spending Review on 31 May.</p> <p>In recognising the urgency of this requirement, Directorates have been asked to develop potential savings options, captured by means of a standard template detailing service and performance impacts, risks and dependencies, with reference to the priorities set out in the Council's business plan. These proposals will be the subject of a process of co-design between the incoming administration</p>	<p>In recognising the urgency of this requirement, Directorates have been asked to develop potential savings options. , with reference to the priorities set out in the Council's business plan. These proposals will be the subject of a process of co-design between the incoming administration and officers and form the basis of planned public consultation in Autumn 2022.</p>	<p>on 10 November 2022</p>	<p>mitigations, budget realignment and savings relating to decisions already agreed by, or recommended to, members was presented for consideration. Alongside initial tactical savings developed through the Medium-Term Financial Plan (MFTP), if all approved, these measures would reduce the estimated residual funding gap in 2023/24 to £21.2m and £110.1m in 2026/27 albeit with a need to provide for an additional contingency of at least £10m against the risks noted above.</p> <p>In view of this remaining gap, a further update, incorporating the impact of the provisional 2023/24 Local Government Finance Settlement</p>	<p>proposals, informed by the priorities included within the Business Plan, as a means of improving outcomes and ensuring continuing financial sustainability. The plan also highlights the importance of the Council's services becoming more technologically enabled and digitally delivered, with a reorientation of work to focus, where appropriate, on more preventative practices.</p> <p>To support this process, the establishment of a formal change programme is underway, using</p>

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	<p>shortfalls on the robustness of the budget framework. An indicative five-year planning timeframe has also been adopted.</p> <p>In light of the COVID-related risks within the budget framework, it is also proposed to realign and reprioritise the Council's reserves with effect from 31 March 2021 as follows:</p> <p>(i) an increased unallocated General Fund balance of £25m, equating to around 2.3% of the Council's net expenditure and being more in line with other authorities in Scotland;</p> <p>(ii) a series of ringfenced reserves maintained for statutory or specific policy</p>	<p>plan is, however, subject to the identification of corresponding savings to balance the revenue framework over the medium to longer term.</p> <p>A further update report on the Council's revenue budget framework was then considered by the Finance and Resources Committee on 3 February 2022. The report outlined a number of proposed changes to current planning assumptions, including a revised level of grant funding following the announcement of council-specific allocations for 2022/23 on 20 December 2021. These</p>	<p>and officers and form the basis of planned public consultation in Autumn 2022.</p> <p>An update on progress in developing these options and the outcome of the review of financial planning assumptions will be reported to the Finance and Resources Committee on 16 June</p>			<p>and presenting further proposals to address the resulting residual savings requirement, will be brought to the Committee's next meeting on 26 January 2023. These proposals are likely to involve increasingly difficult choices about the Council's priorities, including service reductions, across all service areas to maintain expenditure in line with available income. This report will also update members on the development of further longer-term strategic and cross-cutting workstreams to develop proposals to contribute towards subsequent years' savings requirements.</p>	<p>existing staff wherever practicable. The precise content of this prioritised programme will be subject to annual review but with an indicative Year 1 focus on the Social Care Operating Model, Inclusion Services and HR/Pay Core System and other efficiency initiatives. Some of these will be jointly delivered with the EIJB.</p>

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	<p>reasons or to reflect timing differences between the receipt of income and its subsequent application, together totalling £55m;</p> <p>(iii) a workforce transformation reserve of £15m, less commitments incurred as part of the recent targeted staff release programme for senior managers, to facilitate organisational restructuring and deliver associated recurring efficiency savings; and</p> <p>a COVID contingency reserve of £16m, acknowledging the</p>	<p>assumptions were subsequently revised following the announcement of additional one-off funding as part of the Scottish Budget Bill's Parliamentary consideration, with the report referred to Council for decision on 24 February.</p> <p>The report considered by the Finance and Resources Committee on 3 February also provided an overview of the proposed process through which detailed options to address the significant funding gaps in 2023/24 and subsequent years of the budget framework will be developed.</p>					



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	<p>continuing uncertainty of the recurring impacts of the pandemic on, in particular, income levels in key areas such as parking, commercial rentals and other fees and charges.</p> <p>Once the financial position is clearer, a strategic long-term financial plan, guided by the overarching vision, principles and priorities set out within the Business Plan: Our Future Council, Our Future City will therefore be developed to maintain its financial sustainability.</p>	<p>The Council's People Strategy and Strategic Workforce Plan (2021-2024) was approved at Policy and Sustainability Committee 20/04/21.</p> <p>These included a number of commitments in respect of our People Agenda and specifically in relation to Workforce Planning.</p> <p>An approach to workforce planning has been developed and agreed.</p> <p>A workforce plan has now been completed by Human Resources (as a pilot to the approach) and has now been rolled out to: *Education</p>					

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			*Customer Services *Waste *Facilities Management *Culture *Housing  The timeline for completion of these will be impacted on service capacity and organisational reviews currently underway e.g. Place Directorate					
2	<p>The council should implement a strategic approach to self-evaluation and continuous improvement. This should include better demonstrating how it responds to feedback and scrutiny findings.</p>	<p>Continuous improvement is central to the Council's approach for an integrated planning and performance framework (see recommendation 4) aligned to the Council's new business plan.</p> <p>This integrated framework is underpinned by the 'plan, do, check, review/act' model and methodology.</p> <p>To ensure delivery of the draft business plan outcomes and service priorities we will introduce the development of annual service plans at all levels in</p>	<p>The Planning and Performance Framework is now embedding and has reported twice to Policy and Sustainability. This is supplemented internally with a business plan action tracker which reports to CLT every 6 months.</p> <p>Training on reading and critiquing</p>	<p>Annual service plans were completed in September 2021 and two performance updates were submitted to the Policy &amp; Sustainability Committee in November 2021 and February 2022.</p> <p>The review of 21/22 annual plans commenced in March and was</p>	<p>Annual service plans were completed in September 2021 and two performance updates were submitted to the Policy &amp; Sustainability Committee in November 2021 and February 2022.</p> <p>The review of 21/22 annual plans commenced in March and was completed in April. 2022/23 annual</p>	<p>Annual service plans were completed in September 2021 and two performance updates were submitted to the Policy &amp; Sustainability Committee in November 2021 and February 2022.</p> <p>The review of 21/22 annual plans commenced in March and was completed in April. 2022/23 annual service plans have been developed and</p>	<p>As we refresh the Council Business Plan work is underway to refresh and align the Planning &amp; Performance Framework including measures and reporting.</p> <p>In the meantime, the next Performance update based on the Current Business Plan will be submitted to Committee in November</p>	<p>Annual Service Planning and review process is in place within the organisation.</p> <p>The Planning &amp; Performance framework has been updated to reflect the Councils updated Business Plan. This includes the specific measures for the Business Plan and more broadly the Public Performance Scorecard,</p>

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	<p>the Council (from Directorate to Service Team level). Plans will be aligned to Key Performance Indicator (KPI) scorecards and underpinned by trend dashboards which will be monitored and actioned regularly.</p> <p>Each year service teams will undertake a detailed review of their plans and associated performance to assess the progress we have made in delivering our outcomes and improving performance. This review will inform service planning for the next year which will ensure that continuous improvement is embedded at all levels.</p> <p>To ensure effective scrutiny of our performance we will develop a regular cycle of performance reporting for Elected Members as well as the wider public.</p> <p>We will also engage with the Improvement Service to look at the options open to the Council to implement a strategic approach to self-evaluation which will align to and enhance our integrated</p>	<p>performance reports will be offered to all elected members following local elections.</p> <p>The recommendation for continuous improvement is embedded in the planning and performance framework. Commencing in March, Service Teams will undertake a review of the year 1 Annual Plans and Performance. This will inform the development of Annual plans for 22/23 at Directorate, Divisional and Service Team Level. The Council is now considering appropriate self-evaluation models.</p>	<p>completed in April. 2022/23 annual service plans are in development and will be completed by the end of May 2022. Alongside this process the Business Plan KPI's will be reviewed, and targets set for 22/23. When completed a full suite of KPI scorecards, dashboards and actions trackers will be developed to monitor performance and the actions that drive delivery of the Business Plan outcomes.</p> <p>A full Annual performance report and LGBF report will be submitted to Committee in</p>	<p>service plans have been developed and are now completed. Alongside this process the Business Plan KPI's will be reviewed, and targets set for 22/23. When completed a full suite of KPI scorecards, dashboards and actions trackers will be developed to monitor performance and the actions that drive delivery of the Business Plan outcomes.</p> <p>Our full Annual performance report 21/22 and LGBF 202/21 report will be submitted to Committee in August 22. Following local elections, the Business Plan will be reviewed and updated. Thereafter, a transition plan will</p>	<p>are now completed. Alongside this process the Business Plan KPI's will be reviewed, and targets set for 22/23. When completed a full suite of KPI scorecards, dashboards and actions trackers will be developed to monitor performance and the actions that drive delivery of the Business Plan outcomes.</p> <p>Our full Annual performance report 21/22 and LGBF 202/21 report was submitted to Committee in August 22.</p> <p>The Business Plan is being reviewed and updated. Thereafter, a transition plan will be developed to align the planning and performance framework to the revised Business Plan including development of appropriate</p>		<p>processes for internal monitoring and Elected Member Scrutiny.</p> <p>The Council is considering appropriate self-evaluation models to sit alongside the Planning &amp; Performance Framework.</p>

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	<p>planning and performance framework.</p> <p>A detailed report on the integrated planning and performance framework will be submitted to Policy and Sustainability in April 2021.</p> <p>As part of developing the framework we will undertake early discussion with political groups to inform our approach.</p>		<p>August 22. Thereafter, two update reports will be submitted to Committee in October and February.</p> <p>Additionally, we are reviewing the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our current pages include all performance reports to Committee, but we will expand what is available to include a quarterly performance</p>	<p>be developed to align the planning and performance framework to the revised Business Plan including development of appropriate measures/KPIs and reporting/monitoring cycles.</p> <p>Additionally, we have reviewed and updated the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our webpage includes all performance reports to Committee, and we have expanded what is available to include a quarterly performance update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD,</p>	<p>measures/KPIs and reporting/monitoring cycles.</p> <p>Additionally, we have reviewed and updated the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our webpage includes all performance reports to Committee, and we have expanded what is available to include a quarterly performance update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD, Locality profiles and the Annual Complaints report</p> <p>The Council is considering appropriate self-evaluation models.</p>		

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				<p>update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD, Locality profiles and the Annual Complaints report will also be located with the performance and data section. The redesign of our performance web pages will be completed by late summer/early Autumn 2022</p> <p>The Council is considering appropriate self-evaluation models.</p>	<p>Locality profiles and the Annual Complaints report</p> <p>The Council is considering appropriate self-evaluation models.</p>			
3	To help them carry out their best value responsibilities, elected members should take advantage of	To fully respond to this recommendation officers are proposing a short (end of March 2021), medium (2021/2022) and longer-term response (post local government 2022 election).	<p>Work on the medium and long-term response is progressing.</p> <p>The training needs analysis</p>	Work on the medium term and long-term response to supporting elected members to take advantage	The initial 8-week programme is now complete and development of the ongoing programme 2022/2023 is now being programmed.	No further update at this stage.		The initial training programme was designed for both new and returning councillors and included mandatory training on subjects such

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<p>the learning and development opportunities provided by the council.</p>	<p>Short (end March 2021) – To ensure elected member learning and development meets statutory requirements, is continuous, relevant and of good quality officers will carry out an audit of all current training materials and communicate the current offering to members. All statutory and requested training will also continue.</p> <p>Medium (2021/2022) – A training needs analysis will be carried out with elected members. This will be fundamental to identify any gaps in learning and development and help implement further training that is useful, relevant, developmental and will encourage and support participation. A key aspect of this will be to consider more online and virtual training to allow members to complete learning and development at a convenient time.</p> <p>Long-term (post Local Government elections) - The training needs analysis will be a fundamental tool to support the induction and</p>	<p>continues – survey, interviews and committee self-evaluation sessions.</p> <p>An elected member survey has been live for 4 weeks and will closed on 13 Feb. A key section of this survey focusses on elected member development and training.</p> <p>Interviews have been offered to all elected members to provide an opportunity for members to provide feedback on previous/current training to inform the development of training post May 2022.</p> <p>A draft induction (May/June 2022) and follow up programme (Autumn 2022) is</p>	<p>of learning and development opportunities provided by the Council continues. The initial training analysis with elected members pre-election is complete and informed the development of the 8-week induction programme which is now well underway with positive feedback. An evaluation to inform the further autumn and ongoing programme will be carried out. All elected members will also have access to mylearninghub where all materials will be stored, and members can use this to continually</p>	<p>An evaluation of the programme to date will take place. All elected members also have access to mylearninghub where all materials will be stored, and members can use this to continually enhance their personal learning and development.</p>			<p>as the Code of Conduct which has been completed by all 63 members. Recommended and committee specific training was also well attended, particularly by new members, Each training session was delivered twice with an online and in-person option to allow members the best opportunity to attend at a convenient time. Sessions were also recorded and stored for future viewing on the member's section of myLearning Hub.</p> <p>The training programme is intended to run throughout the term of the Council.</p>

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		<p>on-going training offering to new and returning members after the 2022 election. As in previous election years, a full 8-week induction programme will be offered to members. Building on this, there will then be a focus on continuous learning and development with members supported to take an active role in their development and monitor their participation in further training. This will allow training needs to be identified on an ongoing basis and training and development to be offered timeously.</p>	<p>currently with Directorates/key officers for comment. There has also been discussion with academic partners to delivery training sessions as part of the induction and ongoing training programme.</p> <p>A political mentoring session has also been offered to all political groups. This would be provided by the Improvement Service.</p>	<p>enhance their personal learning and development</p>				<p>A skills assessment of members will be conducted to gauge any gaps in knowledge and the programme designed thereafter to address these.</p>
4(a)	<p>The council should further improve its performance reporting by making better use of performance measures and targets, particularly to demonstrate the impact of</p>	<p>The Council's draft Business Plan includes a new strategy performance map which details the outcomes, actions and initial metrics.</p> <p>Work is now underway to further develop the strategy performance map and we will be working with teams to agree annual plans and</p>	<p>The substance of this update is in section 2.</p>	<p>The substance of this update is in section 2.</p>	<p>The substance of this update is in section 2.</p>	<p>The substance of this update is in section 2.</p>	<p>The substance of this update is in section 2.</p>	<p>The substance of this update is in section 2.</p>

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	improvement work.	metrics. This is in advance of rolling out the new integrated planning and performance framework which will go live from May 2021, following the closure of the 2020 – 2021 annual performance report.						
4(b)	The council should further improve its performance reporting by publishing easily accessible, up-to-date performance information on its website.	<p>The new planning and performance framework will provide a clear link between our three- year business plan, key strategies, annual service plans and the underlying performance framework including benchmarking.</p> <p>The framework will be underpinned by a cycle of ‘plan, do, check and review and act’ and will aim to drive a culture of continuous improvement (see recommendation 2). The business plan outcomes will be aligned to Specific, Measurable, Achievable and Relevant (SMART) performance indicators and milestones where appropriate, which will allow for open discussion and scrutiny of performance at organisational and service team levels, as well as with Elected Members and the</p>	<p>Development of a quarterly Scorecard for core measures is underway and will be published on the Council website.</p> <p>The 15<sup>th</sup> annual edition of Edinburgh by Numbers and Locality Profiles will be published in February on the Council website for public use. It takes into account Cabinet Office requirements for data accessibility.</p>	<p>The 15<sup>th</sup> annual edition of Edinburgh by Numbers and Locality Profiles were published in February on the Council website for public use.</p> <p>As noted in section 2 improvements to the performance section of the Councils website and development of a quarterly performance scorecard is underway and expect to complete in late Summer/early Autumn</p>	<p>The 15<sup>th</sup> annual edition of Edinburgh by Numbers and Locality Profiles were published in February on the Council website for public use.</p> <p>As noted in section 2 improvements to the performance section of the Councils website and development of a quarterly performance scorecard is underway. Work to make our performance reports accessible continues.</p>	<p>As noted in section 2: we have reviewed and updated the Performance and Data section of our website to simplify public access to our performance data and ensure performance and data reports are collated under a single section. Our webpage includes all performance reports to Committee, and we have expanded what is available to include a quarterly performance update report and a range of data analytic reports, for example, Edinburgh by Numbers, SIMD, Locality profiles and the Annual Complaints report</p>	<p>As we refresh the Council Business Plan work is underway to refresh and align the Planning &amp; Performance Framework including measures and reporting.</p> <p>In the meantime, the next Performance update based on the Current Business Plan will be submitted to Committee in November</p> <p>Work has commenced on the next edition of Edinburgh by Numbers</p>	<p>The performance section of the website has been updated and improved. The addition of the Quarterly Public Performance Scorecard will further enhance the availability and accessibility of a broad range of Council Performance metrics.</p> <p>Performance Committee reports are published on the website as well as a range of data reports such as Edinburgh by Numbers and Locality Profiles.</p> <p>See section 2 for further detail</p>



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		wider public on a regular basis.						
5(a)	In order to make community engagement an integral part of service improvement and delivery, the council should embed the lessons from effective community engagement activity and clearly communicate the results of, and the council's response to, community consultation.	<p>Officers have developed a new Consultation and Engagement policy to formally embed the principles of high-quality engagement and consultation into the way we work. The intention was to bring this to committee in spring 2020 but consideration was delayed due to the impact of the pandemic.</p> <p>The Council is also developing a Consultation Advisory Panel of expertly trained council officers who will evaluate proposed significant consultations and make recommendations to the Corporate Leadership Team. This group will be established in line with the implementation of the new Consultation and Engagement policy and will be chaired by senior managers on a rotating basis. This will ensure a high quality and coordinated approach to community consultation and engagement.</p>	<p>Recruitment is underway to support community and voluntary sector engagement on the emerging 20-Minute Neighbourhood and Poverty Prevention projects. This will increase skills and capacity within the organisation on critical programmes of work affecting communities.</p> <p>In addition, as part of a Senior Leadership Review in the Place directorate, it is proposed to create a Community Empowerment team to work with community and voluntary sector groups on an on-going basis. A</p>	<p>The first review of the consultation policy has begun, involving stakeholders and colleagues. This will report to Policy and Sustainability in autumn 2022.</p>	<p>The first review of the consultation policy has begun, involving stakeholders and colleagues. This will report to Policy and Sustainability in August 2022.</p> <p>An organisational review of the Lifelong Learning service is due to complete in Autumns 2022. As a result of this review a new Community Engagement and Empowerment service will be established. This team will sit in the Culture and Wellbeing service in the Place Directorate</p>		<p>The Consultation Policy has been updated following review, and the process has been subject to Internal Audit. All of the recommendations of the internal audit are being taken forward and will further strengthen consultation policy and practice across the Council throughout 2023.</p> <p>During 2022/23 a new team has been in place to progress the Council's poverty prevention work. This work is helping to build capacity for Council engagement with communities and third sector groups in relation to poverty prevention and city responses to the cost of living crisis.</p>	No Further Update

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		<p>The Consultation Advisory Panel will ensure that planning for consultation and engagement takes account of and commits to the public reporting of how citizens' views have shaped the decisions of the Council. This approach will be implemented following Council agreement of the Consultation and Empowerment policy and will be reflected as part of the Business Plan annual performance report.</p> <p>The Council is considering its approach to empowering communities and the relationship with community councils with partners in the city, under the auspices of the Edinburgh Partnership. This is being taken forward by a working group (see 6a below). This allows the Council to consider its approach in the round and as part of a comprehensive suite of reforms for community planning and community empowerment.</p>	<p>new Head of Community Empowerment has been appointed from 7 February 2022.</p> <p>The first review of the consultation policy has begun, involving stakeholders and colleagues. This will report to Policy and Sustainability in June 2022.</p>				<p>In 2020 the Council established a new citizen led group – End Poverty Edinburgh – to help raise the voices of people with lived experience of poverty and support co-design of projects to prevent and reduce poverty in the city.</p> <p>In Autumn 2022 additional funding to ensure this project can continue its work through to 2025 was secured through Edinburgh's UK Shared Prosperity Fund Investment Plan.</p>	
5(b)	In order to make community engagement an integral part	Community Asset Transfer (CAT) is an important element of the Council's approach to Community Empowerment. The Council	No further update at this stage.	No further update at this stage.	No further update at this stage.	Since the most recent report a further two transfers have been concluded, bringing		Two requests have recently been approved by Committee and a further stage 2

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<p>of service improvement and delivery, the council should support community groups to complete asset transfers</p>	<p>has a well-established CAT Policy and provides advice and guidance to community organisations at all stages of the process to enable them to present the best possible case for an asset transfer. Prior to formal asset transfer requests being submitted, officers score the draft submissions following the CAT policy scoring matrix and works with the community to improve their business case so that it is as strong and robust as possible in terms of finance, operation, community consultation and governance. The Council has recently seen evidence of a greater number of Community Asset Transfer requests which it has supported and the number of approved requests has risen during the last 12 months.</p>				<p>the total number of completed transfers to six since the introduction of the Community Empowerment (Scotland) Act 2015. In addition, a further two transfers have been agreed to by the Council and legal work is ongoing to bring them to a successful conclusion. After a hiatus during lockdown, community groups have resumed CAT activity and are preparing requests. Two stage 2 applications are being processed, six groups are preparing detailed business plans for consideration and a further seven further live cases are being discussed with applicants. We continue to receive initial enquiries on a regular basis, with 24 considered over the last reporting year.</p>		<p>application is being processed, five groups are preparing detailed business plans for consideration and a further seven live cases are being discussed with applicants.</p>

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6(a)	<p>The council should work with the Edinburgh Partnership Board to implement its new governance arrangements, effectively involve community representatives and deliver improved outcomes for communities.</p>	<p>Work to progress this recommendation will be taken forward in two parts;</p> <p>i) as a Community Planning Partnership looking at effective partnership working, and,</p> <p>ii) as a Council in support of community capacity and local empowerment.</p> <p><u>The Edinburgh Partnership</u></p> <p>Following a meeting of the Edinburgh Partnership Board on 15 December 2020, a working group of key partners led by the Council's Executive Director of Place was established to consider the Accounts Commission's recommendations and formulate a partnership response. Initial work has been carried out, with the group identifying key thematic areas for improvement covering governance to deliver</p>	<p>CEC and EACC representatives have developed a plan to improve ways of working and the communications between the council and all community councils. This was reported to the Culture and Communities Committee and GRBV Committee along with details of the current arrangements, funding and how this links into wider community planning responsibilities and any actions for improvement.</p> <p>The Edinburgh Partnership Board agreed for partners to work with the Edinburgh Association of Community Councils to consider the</p>	<p>No further update at this stage.</p>	<p>The EACC planned to submit a report to the partnership in June to take forward the collaborative working. This however was deferred on their request.</p> <p>A report on the engagement programme for the Edinburgh Partnership Empowerment Strategy will be presented to the Board at its September 2022 meeting.</p>	<p>A report on the engagement programme for the Edinburgh Partnership Empowerment Strategy was presented to the Board at its September 2022 meeting.</p>	<p>Work on the Edinburgh Partnership Empowerment Strategy is ongoing with a programme of stakeholder engagement currently in hand. It is anticipated that the final strategy and implementation plan will be presented to the Board by June 2023.</p> <p>A further constructive meeting was held in November to discuss progress and take forward the agreed CEC/EACC improvement plan. This work is ongoing with actions in the plan running through to 2024.</p>	<p>No further update</p>

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		<p>outcomes, performance and community engagement. Work is now underway to develop a detailed proposed improvement actions under each of these themes. This will be presented to the Edinburgh Partnership Board in March 2021 for agreement.</p> <p>The Edinburgh Partnership Board has also committed to developing a Community Empowerment Plan and a draft report is due for consideration by the Board in June 2021.</p> <p><u>The Council</u> The Council Business Plan has clearly articulated how the Council's priorities and key strategic programmes of work align with the Community Planning Partnership priorities (LOIP) and, in response to committee agreement to give further consideration of genuine local community empowerment, the Council is carrying out a review of the Localities teams.</p> <p>This will address how the Council improves its</p>	<p>relationship between EPB and EACC and identify what if any support is needed. The EACC plans to submit a report to the partnership in June.</p> <p>Work on the Edinburgh Partnership Empowerment Plan is underway. A phased programme of engagement with stakeholders is planned during 2022, with a progress report on this activity due in June.</p> <p>Head of Community Empowerment has been appointed and will now progress the development of the Community Empowerment Team which will be integral to</p>					

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		<p>approach and capacity to effectively involve community representatives in local outcome plans and the work of the Edinburgh Partnership. This review is due to be complete by April 2021.</p>	<p>delivering against this BV recommendation.</p>					
6(b)	<p>The council should work with the Edinburgh Partnership Board to produce progress reports with clear targets, accountable leads and links between the actions taken and the impact on performance.</p>	<p>Officers are working with community planning partners to agree clear performance measures and reporting framework. A draft is due to be considered by the Edinburgh Partnership Board in June to allow for any changes resulting from the Best Value working group (detailed under 6a) recommendations to be reflected and to align with the Council's new integrated planning and performance framework (due for implementation in May 2021)</p>	<p>The LOIP Delivery Plan was agreed in September 21 by the Edinburgh Partnership Board. The reframed LOIP will be updated along with the performance framework at the Edinburgh Partnership Board meeting in March 2022.</p>	<p>The Edinburgh Partnership Board approved the revised LOIP at its meeting in March 2022. This is now subject to partner sign off through their internal governance arrangements.</p>	<p>The Edinburgh Partnership Board approved the revised LOIP at its meeting in March 2022. This is now subject to partner sign off through their internal governance arrangements.</p>	<p>The revised LOIP will be considered by the Culture and Communities Committee at its meeting on 4 October 2022.</p>	<p>Work continues on the delivery of the LOIP led by the Delivery Group. This is chaired by Edinburgh College and NHS Lothian. Lead partners have been assigned for each of the priorities from across partner organisations.</p> <p>A key area of work carried out during the period was the completion of the advice service review, funded by the Edinburgh Partnership. This, together with action to address the current cost of living crisis, forms the basis of the Partnership's focus currently.</p>	<p>No further update.</p>

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						<p>Work continues on the performance framework to ensure the impact of the plan can be effectively measured. A planned Partnership survey is intended to provide necessary data to support this activity.</p> <p>Consideration of the revised LOIP has been deferred by the Culture and Communities Committee until its December meeting.</p>	