


# Business Bulletin

## **Governance, Risk and Best Value Committee**

**10.00am, Tuesday, 18 January 2022**

Teams Meeting

# Governance, Risk and Best Value Committee

Convener:	Members:	Contact:
<p>Councillor Joanna Mowat</p> 	<p>Councillor Scott Arthur            Councillor Lezley Marion Cameron            Councillor Jim Campbell            Councillor Mary Campbell            Councillor Phil Daggart            Councillor Gillian Gloyer            Councillor Melanie Main            Councillor Frank Ross            Councillor Norman Work            Councillor Ethan Young</p>	<p><a href="#">Rachel Gentleman</a>            Committee Officer            0131 529 4107</p>

Recent news	Background/Contact
<p><a href="#">First Line Governance and Assurance Model</a></p> <p>Rolling Actions Log – Action 8</p> <p><b>Education and Children’s Services</b> – The Operations Manager role has been advertised and interviews are planned for early in 2022. This new role will assist with the implementation of audit actions.</p> <p><b>Corporate Services</b> - The Directorate Assurance Officer was successfully appointed and commenced their role prior to the festive break. They are currently undertaking a full induction programme and are working with the Directorate Operations Manager to ensure that high priority activities are progressed. The additional Line 2 roles within Legal and Assurance are presently on hold pending identification of recurring funding for these posts as highlighted to Committee by the Executive Director of Corporate Services in November 2021.</p> <p><b>Place</b> – The new Operations Manager started working in the Place Directorate on 1 November 2021 and continues to work on the prioritisation and implementation of assurance activities, with an initial focus on Internal Audit management actions.</p> <p><b>Health and Social Care Partnership</b> – The Partnership alongside its Operations Manager has allocated a Directorate Assurance Officer to support first line activity. Recruitment has now concluded and a preferred candidate has been identified and it is hoped they will be in post by mid / late January. Alongside</p>	<p><a href="#">Nick Smith</a>,            Service Director: Legal and Assurance Division, Corporate Services Directorate            Tel: 0131 529 4377</p>

this, a colleague has been seconded to help the Partnership continue its improvement with closing Internal Audit management actions. Work also continues to put in place processes to implement the assurance activities referenced in the August GRBV report.

### Gas Service Improvement Plan Progress Update

On the 23 March 2021 the Governance, Risk and Best Value Committee considered a report on a Gas Service Improvement Plan, which provided details on the history of inspection, the review of the Council’s gas inspection and management and maintenance.

An update on progress was presented to Housing, Homelessness and Fair Work Committee on [3 June 2021](#) which showed that good progress had been made in addressing the actions set out in the improvement plan.

A further update on progress is noted in the table below and will be reported to Housing, Homelessness and Fair Work Committee on 20 January 2022 as part of the Housing Service Improvement Plan. This shows that, of the 29 actions within the improvement plan, 25 are complete with progress being made on the other four.

A closure report will be presented to Governance, Risk and Best Value Committee when all of the actions are complete.

The table below gives a progress update and notes that the majority of actions are now complete. There are four outstanding actions which are targeted for completion by June 2022; this is dependent on service recovery from the continued impact of the pandemic and successful procurement exercises.

Activity	Progress Update
<b>Compliance</b>	<p>Of 10 actions in this section, eight are completed with two not yet started.</p> <ul style="list-style-type: none"> <li>• The two outstanding actions are for CORGI to carry out mock ‘Gas Safe’ style inspections over 2 stages (2-3 months apart). Each stage is picked up as a separate action, two in total. <i>Target completion for the first inspection by March 2022, with the second to follow by the end of May 2022.</i></li> <li>• Service delivery was prioritised during Covid Recovery period, resulting in a delay in the roll out of the updated policy and process</li> </ul>

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	documents, which the inspections have dependencies on.
<b>Skills/Training and Coaching</b>	<p>Of 11 actions, nine are complete with the remaining two in progress, with targeted completion for June 2022.</p> <ul style="list-style-type: none"> <li>• The two outstanding actions are: embedding monthly Toolbox Talks with Gas Team Leaders and Operatives; and meeting CORGI level 3 certification in Gas Audit procedures through the appointment of fixed-term post for Gas Audit Inspector or equivalent, in line with CORGI recommendations.</li> <li>• Key progress updates on the completed actions include: <ul style="list-style-type: none"> <li>○ From November, CORGI have resumed site audit inspections of gas work completed by Housing Property (HP) engineers and engineers appointed by contractors, followed in December by an audit of 'work in progress'. Feedback will inform future training and coaching needs and provide additional customer care feedback.</li> <li>○ All available HP gas team members have now completed Electrical Safety Training and VRQ L2 Gas Safety in Social Housing/Unsafe Situations.</li> <li>○ Gas team leaders have started VRQ L4 Gas Safety in Social Housing qualification and are rolling out updated policies and processes to all team members. This is ongoing self-directed learning over an eighteen-month period. Many Council training events were impacted by Covid-19 due to social distancing restrictions; however, these are now coming back on track due to relaxation of restrictions.</li> </ul> </li> </ul>
<b>Leadership, Culture and Performance</b>	<p>All three actions in this section are set up and organised. Those are:</p> <ol style="list-style-type: none"> <li>1. Fortnightly service improvement and performance meeting with gas team leaders and relevant operations managers to be set up.</li> <li>2. Annual in-house team planning with service managers and CORGI. Service improvement plan review.</li> <li>3. Monthly performance and compliance reporting to be reviewed – CORGI to review and advise. To review policy, processes, training and coaching programme.</li> </ol> <p>Following on from the initial set up of these meetings they will continue as business as usual, in</p>

	order to support increased compliance, training and development, productivity and customer satisfaction
<b>Health and Safety/ Life and Limb</b>	<p>Both actions in this section are now completed for Gas. Those are:</p> <ol style="list-style-type: none"> <li>1. Continue recruitment process for health and safety/life and limb specialist role with HR/Corporate Health and Safety. Completed - Manger is in post.</li> <li>2. Procurement of Risk Management Consultants specialising in housing health and safety/life and limb specialist role with CH&amp;S input. This action is complete for gas. Other areas of procurement are currently in progress (asbestos, fire safety, electrical and water quality).</li> </ol>
<b>Ongoing Service Improvement</b>	<p>All three actions in this section are set up and organised. Those are:</p> <ol style="list-style-type: none"> <li>1. Service Improvement Plan Review with wider team. The current version of this was reviewed in December 2021. Wider team review to take place on completion of Gas Service Improvement Plan.</li> <li>2. Quarterly Review of Service Improvement Plan – upcoming meetings scheduled for March 2022 and June 2022.</li> <li>3. Agree timescale and assessment plan for Full CORGI Accreditation – Meeting in diary with CORGI to review February 2022.</li> </ol>

[City of Edinburgh Council - 2020/21 Annual Audit Report to the Council and the Controller of Audit](#)

Rolling Actions Log – Action 13.2

It was requested at GRBV on 9 November 2021 that the Implementation of Best Value Assurance Review recommendations be reported to each meeting of GRBV under the Business Bulletin to monitor progress towards completion dates. Please see the details provided in the subsequent table.

[Hayley Barnett](#),  
Corporate Governance  
Manager, Legal and  
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## **Best Value Assurance Audit Status Update – January 2022**

### **Recommendation**

**1(a) As part of its Adaptation and Renewal Programme, the council should quickly amalgamate its Business Plan and Change Strategy, to provide clearer priorities and direction for the council.**

### **Status and progress to date**

On 27 January the Council published the draft three-year Council Business Plan: Our Future Council, Our Future City.

The draft Business Plan brings together 15 outcomes and accompanying actions for the next three years. It includes detail on working with our partners, our finances and the new planning and performance framework.

The Business Plans provides a strategic direction for the Council and will be supported by the updated the Council Budget and the refreshed People Strategy and underpinning Workforce Plan.

### **Next steps and timescales**

The Business Plan and Budget were considered by the Finances and Resources committee on 2 February 2021 ahead of Council on 18 February. The draft Business Plan is a live document and will evolve in line with both council priorities and service delivery changes.

The People Strategy and Workforce Plan will be considered by the Policy and Sustainability Committee in April 2021.

### **April Update**

The People Strategy and Workforce Plan are on the agenda for the Policy and Sustainability Committee's consideration.

### **October Update**

The Council Business Plan is now a live document which colleagues are using across the Council to provide strategic direction for deliverables – replacing the previous Business Plan and Change Strategy.

It is readily available on both the Council's intranet and public pages alongside the People Strategy and Strategic Workforce Plan

We continue to meet with teams to talk them through the Business Plan and what it means for their team.

It remains a live document which we will update as required.

Our People Strategy 2021-2024, approved at Committee in April 2021, is an essential enabling strategy and approach to support the delivery of the Business Plan. This strategy is further underpinned by our Strategic Workforce Plan 2021-2024, which describes specific further actions we will take as an organisation to address the gaps between our current workforce and the future workforce during the same period. The

commitments and outcomes from both have been built into a programme of work, which will be tracked, measured and reported on through; HR Leadership team; Corporate Leadership Team; Policy & Sustainability Committee and; Finance and Resources Committee.

## RECOMMENDED FOR CLOSURE

### December Update

N/A

### January Update

This action has been closed.

### Recommendation

**1(b) 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.**

### Status and progress to date

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.

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.

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.

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 shortfalls on the robustness of the budget framework. An indicative five-year planning timeframe has also been adopted.

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:

- (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;
- (ii) a series of ringfenced reserves maintained for statutory or specific policy reasons or to reflect timing differences between the receipt of income and its subsequent application, together totalling £55m;
- (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

a COVID contingency reserve of £16m, acknowledging the 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.

### **Next steps and timescales**

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.

### **April Update**

No further update at this stage.

### **October Update**

The Council set a balanced one-year budget for 2021/22 on 18 February 2021, including a recurring additional £12m to recognise underlying service pressures and £18m to reflect the in-year expenditure and income impacts of the pandemic. The approved budget also reflected a re-assessment of the ability to deliver a number of previously approved savings in light of subsequent reprioritisation of activity to respond to the pandemic.

Following the receipt of significant additional grant funding after the budget was set, Council subsequently increased to £39m the provision for the in-year impacts of the pandemic, as well as increasing the corresponding level of provision in 2022/23.

Due in part to the anticipated recurring impacts of some of the in-year investment approval approved by members on 27 May, a residual funding gap of £10m is projected in 2022/23 but with a much larger savings requirement of at least £50m in 2023/24. Given this, members also approved the initiation by Autumn 2021 of a savings programme, rooted in the Council's Business Plan, to address the estimated funding gap. In view of the significant funding gap within the Sustainable Capital Budget Strategy from 2023/24, a further report on addressing this gap will also be brought to the Finance and Resources Committee in October 2021.



## **December Update**

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.

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 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. A further update, showing a similar overall position, was then considered by the Finance and Resources Committee on 9 December and is included on today's GRBV agenda.

While the Local Government Finance Settlement announcement on 20 December will cover only one year, the provision by the Scottish Government of three-year high-level budgets in spring 2022 will assist in the development of a longer-term plan.

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 plan is, however, subject to the identification of corresponding savings to balance the revenue framework over the medium to longer term.

## **January Update**

The implications of the Scottish Budget announcement on 9 December 2021 are being considered. An update can be provided immediately in advance of the meeting.

## **Recommendation**

**2) 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.**

## **Status and progress to date**

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.

This integrated framework is underpinned by the 'plan, do, check, review/act' model and methodology.

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 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.

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.

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.

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 planning and performance framework.

### **Next steps and timescales**

A detailed report on the integrated planning and performance framework will be submitted to Policy and Sustainability in April 2021.

As part of developing the framework we will undertake early discussion with political groups to inform our approach.

### **April Update**

The Planning and Performance Framework is on the agenda for the Policy and Sustainability Committee's consideration.

Political Groups have all been offered discussions and a session with members of GRBV is planned.

### **October Update**

In June 2021, the Policy and Sustainability approved the new planning and performance framework for the Council Business Plan, including an initial suite of Key Performance Indicators (KPIs).

The integrated Planning and Performance framework is underpinned by the "plan, do, check, act/review" continuous improvement model.

The framework is now into implementation phase and a performance update will be considered as a separate report (Business Renewal) by the Policy and Sustainability.

### **December Update**

Annual plans at Directorate and Divisional level were completed and approved by CLT in October 2021.

A Performance update for the Business Plan KPIs and Measures has been developed and will go to P&S Committee on 30 November 2021.

A corporate level Action Tracker has been developed to monitor the Business Plan actions and discussed with CLT on 12 November 2021.

Between November 2021 and March 2022 the Action Trackers and Performance Scorecards and Dashboards will be developed at Directorate and Divisional level.

### **January Update**

Elected Members considered the Council Performance at the November Policy and Sustainability Committee in line with the new Planning and Performance framework.

An internal action tracker has now also been developed and discussed with CLT. This will govern business plan delivery and be considered by CLT every 6 months.

As set out in the previous update the team are now rolling out performance scorecards and dashboards at Directorate and Divisional level.

### **Recommendation**

**3) To help them carry out their best value responsibilities, elected members should take advantage of the learning and development opportunities provided by the council.**

### **Status and progress to date**

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).

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.

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.

Long-term (post Local Government elections) - The training needs analysis will be a fundamental tool to support the induction and 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.

### **Next steps and timescales**

The Policy and Sustainability will be provided with an update on the progress of this recommendation at its next meeting in April 2021.

### **April Update**

The short-term commitment to carry out an audit of all current training materials and communicate the current offering to members is complete. Members were emailed on 25 March 2021.

## **October Update**

The medium-term and long-term commitments are currently at planning stage. Officers are currently developing a programme of workstreams - Council 2022 in preparation for the 2022 Local Government elections. (The Council's election team has responsibility to manage the delivery of the election, with separate project management arrangements for this in place).

A key strand of the project is to deliver a comprehensive induction and training programme for elected members. The training needs analysis (medium term commitment) is key to inform and support this programme.

## **December Update**

The medium-term training needs analysis has commenced with the GRBV Self Evaluation and Lessons Learnt exercise which took place on 12 October 2021. A key area considered was training and development. A report on this exercise will be considered by GRBV Committee in January 2022. This exercise will then be rolled out across all executive committees. An elected member survey and exit interviews with members standing down will also form part of the training needs analysis.

## **January Update**

The GRBV Self Evaluation and Lessons Learnt report will be considered at this meeting.

Dates for the Executive Committee's Self Evaluation and Lessons Learnt sessions will be confirmed by the end of December 2021 and the structure of the elected member survey and exit interviews are being finalised for issue in January 2022.

## **Recommendation**

**4(a) The council should further improve its performance reporting by making better use of performance measures and targets, particularly to demonstrate the impact of improvement work.**

### **Status and progress to date**

The Council's draft Business Plan includes a new strategy performance map which details the outcomes, actions and initial metrics.

Work is now underway to further develop the strategy performance map and we will be working with teams to agree annual plans and 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.

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.

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 wider public on a regular basis.

### **Next steps and timescales**

A detailed report on the integrated planning and performance framework (PPF) will be submitted to Policy and Sustainability Committee in April 2021.

#### **April Update**

The Planning and Performance Framework is on the agenda for the Policy and Sustainability Committee's consideration.

#### **October Update**

In June 2021, the Policy and Sustainability approved the new planning and performance framework for the Council Business Plan, including an initial suite of Key Performance Indicators (KPIs) which are aligned to Specific, Measurable, Achievable and Relevant (SMART) performance indicators and milestones.

The framework is now into implementation phase. The next phase of this work will look to develop service plans and targets against each performance indicator or milestone.

A performance update will be considered as a separate report (Business Renewal) by the Policy and Sustainability.

#### **December Update**

Work is ongoing from the October update – see Section 2.

#### **January Update**

The substance of this update is in section 2.

### **Recommendation**

**4(b) The council should further improve its performance reporting by publishing easily accessible, up-to-date performance information on its website.**

#### **October Update**

Officers are working to improve the performance reporting available to the Public via the Council website. Key improvements have focused on the layout and format of our reporting to ensure that publications are both accessible and timely.

Along with publishing all committee performance reports (noted above in 4a), we will further enhance our public information by developing a suite of core measures to be published on a quarterly basis.

In addition, we will be developing a data section to give a wider perspective on city data, for example, Edinburgh by Numbers.

#### **December Update**

The work identified in the October update is on-going.

## **January Update**

The work identified in the October update continues to be ongoing. In particular work has begun on the next version of Edinburgh by numbers.

### **Recommendation**

**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.**

### **Status and progress to date**

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.

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.

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.

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.

### **Next steps and timescales**

The Consultation and Engagement policy will now be brought to the Policy and Sustainability Committee for consideration at its next meeting in April 2021.

Following agreement of the Policy, a series of officer and elected member briefings on effective community consultation and engagement will be delivered in May 2021.

Further consideration of how the wider skills and capacity of the organisation can be enhanced will be addressed as part of the Council's People Strategy and workforce plans. This will be considered by the Policy and Sustainability Committee at its April meeting.

## **April Update**

The Consultation and Engagement policy is on the agenda for the Policy and Sustainability Committee's consideration.

The People Strategy and workforce plans are on the agenda for the Policy and Sustainability Committee's consideration.

### **October Update**

The Consultation Policy was approved at Policy and Sustainability Committee in April and came into effect from August 2021.

The Consultation Advisory Panel has met successfully to review high-assessed consultation proposals. The first CAP report has been considered and approved by CLT.

The process is under continuous review to ensure its effectiveness, this includes involvement of colleagues from Internal Audit.

The Consultation Hub cannot now be accessed without records of self-assessment being reviewed by the Insight Team.

Briefings have been provided to all consultation and engagement hub users and are currently being delivered to convenors and vice-convenors of committees.

Directorate/Divisional briefings are being provided on request.

A 3-year training programme has been developed to upskill colleagues and elected members on consultation practice and funding has been agreed for year one.

Year one focuses on training for key users and colleagues providing central support for consultation.

Funding has been agreed for a new team to drive community and voluntary sector engagement in the development of major new change projects – 20-minute Neighbourhoods and Poverty Prevention.

In Autumn 2020 the Council supported the launch of End Poverty Edinburgh, a new group established to ensure the voices of people with lived experience of poverty are heard in the development of policy and actions in the city.

The group is actively engaging with elected members and senior officers in development of new approaches to end poverty in the city.

### **December Update**

Recruitment is underway to support community and voluntary sector engagement on the emerging 20-Minute Neighbourhood and Poverty Prevention projects.

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.

### **January Update**

No further update this stage.

### **Recommendation**

**5(b) In order to make community engagement an integral part of service improvement and delivery, the council should support community groups to complete asset transfers.**

## **Status and progress to date**

Community Asset Transfer (CAT) is an important element of the Council's approach to Community Empowerment. The Council 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.

## **Next steps and timescales**

As a part of the Draft Council Business Plan, the opportunity for greater use of Community Asset Transfer will be considered as a part of the Council's proposed approach to '20-minute neighbourhoods' and enable greater community resilience and empowerment in the future.

## **April Update**

No further update at this stage.

## **October Update**

Since the publication of the Best Value Report in November 2020, considerable progress has been made with Community Asset Transfers and a further three transfers have been concluded, bringing the total number of completed transfers to four since the introduction of the Community Empowerment (Scotland) Act 2015.

In addition, a further four transfers have been agreed to by the Council and legal work is ongoing to bring them to a successful conclusion.

There continues to be interest from community groups in pursuing transfers with four groups preparing detailed business plans for consideration and seven expressions of interest received that are currently being processed. We continue to receive initial enquiries on a regular basis, with 28 considered over the last reporting year.

The Council's 20 Minute Neighbourhood strategy was approved by Committee in June 2021.

Early implementation of the strategy is being progressed in Corstorphine and Portobello and will include a review of current and future opportunities for Community Asset Transfers to see where further support for CAT applications and community empowerment can be progressed. Early work is underway in Corstorphine and Portobello.

## **December Update**

No further update at this stage.

## **January Update**

No further update at this stage.



## **Recommendation**

**6(a) 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.**

### **Status and progress to date**

Work to progress this recommendation will be taken forward in two parts;

- i) as a Community Planning Partnership looking at effective partnership working, and,
- ii) as a Council in support of community capacity and local empowerment.

### The Edinburgh Partnership

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 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.

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.

### The Council

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.

This will address how the Council improves its 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.

### **Next steps and timescales**

The Policy and Sustainability Committee will be updated on the outcome of Edinburgh Partnership working groups findings at its next meeting in April 2021 and on the Community Empowerment Plan in August 2021.

An update on the Localities Review will also be provided in April 2021.

### **April Update**

The outcome of the Edinburgh Partnership Working Group's findings is on the agenda for the Policy and Sustainability Committee's consideration.

An update on the Localities Review is on the agenda for the Policy and Sustainability Committee's consideration.

### **October Update**

Progress on delivering the BV improvement Plan is being reported to the Edinburgh Partnership Board (EPB) in September.

Thereafter, key actions will be included in the LOIP Delivery Plan – also being reported on at the EPB.

The development of the 3rd LOIP theme – A good place to live, has been led by Public Health and has been informed by 2 key 'Joining the dots' workshops. These involve the participation of a range of partners across the city.

A 3rd workshop is planned for October with a focus on project development – in particular for the two 20-minute neighbourhoods (Wester Hailes and Liberton/Gilmerton) identified as shared partnership delivery priorities.

A short life joint working group has been established with the Edinburgh Association of Community Councils (EACC) to focus on how community councils can be better enabled to deliver their statutory functions and to improve the working relationship with the Council.

The BV Improvement Plan identifies a number of actions to strengthen community empowerment in the city. Included within this is the finalisation of an Empowerment Plan, work on which began pre-pandemic. Work on this has now been resumed with a meeting arranged with partners to review the work to date and to agree, based on the revised city context, a refreshed project delivery plan.

As part of the Council's approach to change management, engagement is underway with Senior Leaders within the Council on the creation of a team to lead Community Empowerment on behalf of the Council.

### **December Update**

The Edinburgh Partnership noted progress on the BV improvement plan at its meeting in September 21. It agreed to mainstream the improvement actions from this point forward with further progress being subject to standalone reporting of as part of the annual reporting of the LOIP.

The proposed 3rd workshop has been held and initial actions identified for inclusion in the LOIP Delivery Plan.

A group comprising CEC Senior Officers and EACC members has met twice and produced an improvement plan. This focusses on improving working between the Council and CCs. Further work is required to widen the discussion to Edinburgh Partnership members and a first stage report on this will be presented to the December 21 Board meeting.

The partner group has met and produced a draft strategy which will now be subject to engagement. The first session is planned with public, voluntary and community representatives in November 21. This will be followed by a period of engagement

during December 21 and January 22. It is anticipated that the draft strategy will be presented to the Board in March 22.

The senior leadership element of the Place review is underway. It is anticipated that this will be complete by 2022 with the resource for the Community Empowerment Team being considered thereafter.

### **January Update**

The Edinburgh Partnership Board considered a report on the development of a collaborative framework with community councils at its meeting on 15 December 2021. The Board noted the progress and agreed to hold a meeting between the Edinburgh Association of Community Councils and partner organisations in January 2022. The outcome of these discussions will be reported to the Board at its meeting in March 2022.

A report on the Council's framework for collaborative working with community councils is scheduled to be considered by the Culture and Communities Committee on 1 February 2022. This report responds to the motion at the Governance, Risk and Best Value Committee on 9 November 2021 calling for details of the current arrangements, funding and how this links into wider community planning responsibilities and any actions for improvement.

### **Recommendation**

**6(b) 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.**

### **Status and progress to date**

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)

### **Next steps and timescales**

The Policy and Sustainability Committee will be updated on the outcome of this work at its following meeting August 2021.

### **April Update**

The work on performance measures and reporting framework is progressing. An update will be provided in August 2021.

### **October Update**

The new LOIP Delivery Plan with corresponding performance measures is on the EPB agenda for consideration in September 21.

It builds on the work done within the Council's own performance framework giving a renewed emphasis to public health and Sustainability outcomes to reflect further development of the LOIP.

### **December Update**

The LOIP Delivery Plan was agreed in September 21 by the Edinburgh Partnership Board. It was noted that further work was required to reframe the LOIP to take account of the revised priorities and outcome metrics with this work to be presented to the Board in December 21.

### **January Update**

The further work required to reframe the LOIP and performance metrics is ongoing. Recognising this, the matter was deferred and will now be considered by the Edinburgh Partnership Board at its meeting in March 2022.

### **Summary**

Work continues to progress all actions.

The first Council Performance report based on the new Planning and Performance framework was considered at P&S during this reporting period. Work continues to progress rolling out performance scorecards and dashboards at Directorate and Divisional level.

As part of the Council's preparations for the May 2022 Local Government election, the Corporate Governance Team is conducting a review the delivery of Learning and Development. Committee self-evaluation sessions, an elected member survey and exit interviews are under development.

The Edinburgh Partnership have also met over this update period and considered papers on a collaborative framework with community councils and will consider performance and their governance framework at their meeting in March 2022.