Policy and Sustainability Committee

10.00am, Tuesday 30 August

Annual Performance Report, 2021/22

Executive
Wards
Council Commitments

1. Recommendations

1.1 That members of the Policy and Sustainability Committee note the Annual Performance Report for the 2021/22 financial year.

1.2 Note the Annual Complaints Report 2021/22 (Appendix B)

1.3 Refer the Annual Performance Report to the City of Edinburgh Council on 22 September 2022.

Andrew Kerr

Chief Executive

Contact: Edel McManus, Change and Delivery Manager

E-mail: edel.mcmanus@edinburgh.gov.uk

THE CITY OF EDINBURGH COUNCIL

Report

Annual Performance Report, 2021/22

2. Executive Summary

2.1 This report provides an overview of council performance in 2021/22 against the three priorities and fifteen outcomes in the Business Plan (Our Future Council, Our Future City aligned to the Planning and Performance Framework.

2.2 The detailed report (Appendix A) provides analysis of performance against our key Performance Indicators (KPIs) and milestone measures aligned to the Business Plan priorities and outcomes. For each outcome the analysis highlights areas where we are performing well whilst also recognising the areas where performance is challenging. The report sets out how the Council is focusing on these areas and identifies the plans in place to improve performance.

2.3 Throughout 2021-2022 we saw the gradual decrease of Covid-19 restrictions and eventual return to near normal life. The report highlights how the Council has continued to adapt to the impacts of Covid-19 and the ongoing effects in our services areas.

2.4 The report also provides progress against the key strategic plans and projects which are designed to deliver the key priorities and outcomes in our Business Plan and drive service improvement.

3. Background

3.1 Each year the Council is required to report to citizens on performance. This report fulfils that duty and considers performance within the Council from April 2021 to March 2022.

3.2 This report is the first annual performance report aligned to the Council's Business Plan and Planning and Performance Framework which includes the Corporate Key Performance Indicators (KPIs) and milestone measures. The report is structured around the three key priorities of the Business Plan (Ending Poverty by 2030; Becoming a Sustainable and Net Zero City by 2030 and Wellbeing and Equalities); the fifteen outcomes that sit under these priorities and the associated key performance indicators.

3.3 The report includes analysis against 96 measures comprised 87 Key Performance Indicators (KPIs) and 9 milestone measures. Of the 87 KPIs:

- 56 KPIs have targets set for 2021/22 and have been assigned a red, amber, green status based on performance.
- 23 KPIs have no target for 2021/22 and so have been assigned a blue RAG status. KPI's may not have been assigned a target for 2021/21 as the previous year's data has been impacted by Covid-19 or if it is a new measure and so the data needs to be baselined.
- 8 KPIs are for monitoring purposes only and have been assigned a grey RAG status.
- Milestones have been assigned a status of completed, in progress or delayed/behind target depending on progress.

3.4 The performance scorecards and detailed analysis for each of the Business Plan priorities and outcomes can be found in Appendix A.

4. Main report

4.1 This report contains analysis of our suite of Corporate Key Performance Indicators (KPIs) shown over the last three years and the progress against our milestone measures. Benchmarking data is also included from a number of datasets including the Local Government Benchmarking Framework 2020/21 dataset and Scottish Government national publications where appropriate.

4.2 The report focuses on the key priorities and outcomes of the Business Plan and the strategic plans we are implementing to support the city to recover from Covid-19 and build a fair, pioneering, welcoming and thriving city. However, the report also highlights those service areas where we continue to see the impact of Covid-19 and the actions we have taken to adapt to and address these issues.

Performance Overview

4.3 Within the report, a RAG status, which compares performance against the target, has been assigned to the indicators. The RAG status is summarised below:

RAG Status	Definition	Count
Blue	No target set for 2021/22 due to the impact of Covid-19 or where the KPI is a new measure	23
Green	Performance is on or ahead of target	35
Amber	Performance is behind target by 5% or less	17
Red	Performance is behind target by more than 5%	4
Grey	Monitoring only	8

Milestone Status	Definition	Count
	Milestone completed	4
	Milestone in progress	3
	Milestone delayed/behind target	4

4.4 A comparison of 2020/21 to 2021/22 performance for the 87 KPIs is summarised below:

Direction	Definition	Count
Improving	Performance has improved on last year (more than 2% change on last year)	28
Maintaining	Performance has remained the same as last year (within 2% of last year)	21
Declining	Performance has declined on last year (more than 2% change on last year)	11
Not appropriate	Comparing performance to last year is not possible due to data not being available or where it's a new indicator	27

4.5 It should be noted that for direction of travel comparison, we are comparing the data from 2020/21 to 2021/22 both of which were impacted by Covid-19 depending on varying restrictions in place in those years.

4.6 A full and detailed analysis of performance is shown in Appendix A which includes a performance scorecard for each priority and outcome, analysis on performance including identifying areas of underperformance and associated service improvement plans as well as a progress update on the key strategic plans driving the delivery of each outcome.

4.7 An analysis of our complaints performance for 2021/22 is shown in Appendix B and will be published alongside the Annual Performance Report.

Planning and Performance Framework

4.8 The implementation of the Planning and Performance Framework continues:

- All service areas have completed a review of their 2021/22 service plans where they considered their progress against their key strategic and service priorities and performance.
- Service Plans for 2022/23 have been completed at Directorate, Divisional and Service levels were appropriate.

- The annual review of the Business Plan KPIs, including target setting, is in progress and a finalised set will be reported to the Policy and Sustainability Committee.

Performance Scrutiny, 2022/23

4.9 For 2022/23, a performance update report will be submitted to the Policy and Sustainability Committee on a bi-annual basis. The full annual report will be submitted to Policy and Sustainability in June.

4.10 KPIs will be scrutinised by the Corporate Leadership Team via internal performance scorecards and dashboards on a tri-annual basis to align with performance reporting to the Policy and Sustainability Committee. Performance is also review at service team level in line with their regular management meetings.

4.11 We are also working to further improve the performance reporting available to the Public via our website as recommended in our recent Best Value Audit report. The Annual Performance Report (Appendix A) is part of our public performance reporting and will be made available on the Strategy, Performance and Research pages of our website following consideration at Council Committee. We will further enhance this with the publication of additional performance and data, for example, quarterly core performance measures (currently in development), Best Value reports and Edinburgh By Numbers.

4.12 This will ensure compliance with our statuary reporting as set out by the Accounts Commission, Statutory Performance Information 2021 Direction.

5. Next Steps

5.1 The business plan is currently being reviewed and updated following the local government election in May 2022.

5.2 Following approval of the refreshed business plan we will review and update the performance measures accordingly and develop a plan to transition to the new performance monitoring and reporting regime.

5.3 The Annual Performance Report, 2021/22 will be published on the Council website and promoted through our social media channels.

6. Financial impact

6.1 Given that this report is retrospective, there is neither a financial nor procurement impact.

7. Stakeholder/Community Impact

7.1 A communications plan has been put together to promote the Annual Performance Report both within the Council and externally.

8. Background reading/external references

8.1 Business Plan (Our Future Council, Our Future City

8.2 Planning and Performance Framework

9. Appendices

Appendix A: Annual Performance Report, 2021/22

Appendix B: Annual Complaints Report, 2021/22



ANNUAL PERFORMANCE

2021/22

Foreword



Cammy Day
Council Leader



Andrew Kerr
Chief Executive

We are pleased to present our Annual Performance Report for 2021/22, showing our work over the past 12 months.

This year the successful vaccine programme has seen a gradual easing of Covid-19 restrictions and a return to near normal life in the city. We have continued to adapt through 2021/22 to the changing Covid-19 restrictions and support residents and businesses with the ongoing impact of Covid-19. We remain extremely proud of how our workforce has responded during these challenging times. As restrictions eased, we worked hard to return to normal services whilst continuing to progress the key strategies and projects to support the city to recover and deliver the three key priorities in our Business Plan (Our Future Council, Our Future City)

- ending Poverty by 2030
- becoming a sustainable and net zero city by 2030
- wellbeing and equalities.

We know that Covid-19 and the rising cost of living is impacting hardest on those individuals and households living in poverty and so we have invested in our services that provide support in these challenging times. At the same time, we have pushed on with our longer-term projects with partners to help meet our aim of ending poverty by 2030 and to build a stronger, greener, and fairer economy. We have expanded the Edinburgh Guarantee to support everyone to access suitable learning, training, and work opportunities. We have also supported business through our Business Gateway services, approved a further 1,250 affordable homes and completed a further 1,041 homes. Edinburgh has been accredited as a living wage city. We remain committed to providing first class education, supporting pupils to return to formal examinations and we have invested additional funding into focused support to reduce the attainment gap.

We have engaged with citizens to progress our thinking on how we will deliver our priority to become a sustainable and net zero city by 2030 and this has culminated in our 2030 Climate Strategy and implementation plan which we will continue to implement in the coming years. Our other major strategies continue to progress, such as our City Centre Transformation Plan, Mobility Plan, and City Plan, all of which focus on building a sustainable landscape to meet the growing needs of the city. We have made progress with major infrastructure projects including Granton Waterfront, Edinburgh BioQuarter and the George Street Transformation project.

We have worked with communities and partners this year to develop and refine the 20-minute neighbourhood approach and we have begun developing the South West pilot in Wester Hailes. We have also continued to invest and improve the services that impact on the daily lives of all our residents including new communal bin hubs, investing an additional £6m to improve our roads and completing the installation of energy efficient street lights across the city.

This report provides a holistic picture of how we have continued to drive forward Edinburgh's recovery and the changes we need to make together so Edinburgh is a fair, pioneering, welcoming, and thriving city for all residents.

Contents

Overview 4
Ending Poverty by 2030 6
On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission 8
On track to deliver new prevention service models 9
More residents experience fair work and receiving living wage 9
Intervene before the point of crisis to prevent homelessness 10
Ongoing delivery of our 20,000 affordable homes programme 10
Increased attainment for all and reducing the poverty-related attainment gap 11
Edinburgh's economy recovers from recession and supports businesses to thrive 14
Becoming a sustainable and net zero city 16
On track to deliver our 2030 net zero target 17
Citizens are more engaged and empowered 19
Develop key strategic sites and projects to meet the needs of a diverse and growing city 19
The city has a well-connected and sustainable transport and active travel network 21
Wellbeing and Equalities 22
People can access the support they need in the place they live and work 24
Improved safety and wellbeing for vulnerable citizens 24
Edinburgh Health and Social Care Partnership 26
Core services are maintained or improved 28
Make better use of the Council estate and resources to meet our strategic priorities 29

Overview

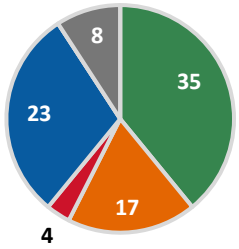
This performance report gives an overview of how we performed from April 20210 to March 2022 against:

- our three Business Plan priorities - ending poverty by 2030, becoming a sustainable and Net Zero city by 2030, wellbeing and equalities
- the 15 outcomes that sit under these priorities
- our associated key performance indicators.

This year we have continued to support Edinburgh residents, particularly the most vulnerable in our communities, as we continued to feel the impact of Covid-19. We have also worked with businesses to support them adapt and start to recover. As Covid-19 restrictions eased throughout the year, we worked to resume our regular services and we have focused on implementing the key strategies and initiatives designed to deliver our Business Plan.

Below is an overview of our performance this year split by our three priorities.

Performance by Target



RAG Status Key

Performance is on or ahead of target

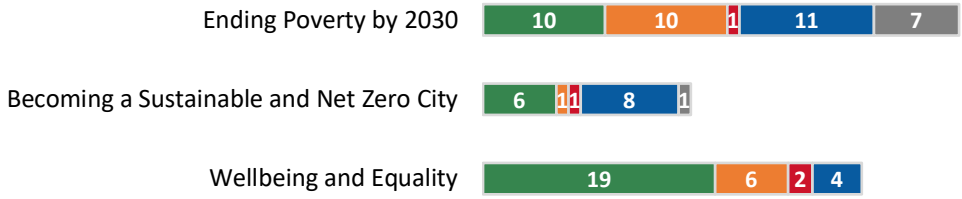
Performance is behind target by 5% or less

Performance is behind target by more than 5%

No Target currently

Indicator for Monitoring Only

Performance by Priority



Milestones



Our Key Performance Indicators (KPIs) show how we are performing across the wide ranging projects and what we are doing to meet our three Business Plan priorites for Edinburgh:

- 35 of our KPIs are on or ahead of our target (green RAG status)
- 17 indicators are just behind the target we set (amber RAG status)
- only four indicators have a red RAG status, meaning we will take action to get them back on track this year
- eight indicators have a grey RAG status as they are for monitoring purposes only
- we continue to monitor a further 23 indicators which do not have targets this year (they are new measures, Covid-19 impacted so a new baseline is required or the end of year figure is not available yet).

Of the 87 KPIs, we have assigned a direction of travel (dot) for 56 of the indicators comparing performance in 2021/22 with 2020/21. For the remaining 27 indicators it has not be possible to assign direction of travel due to data not being available or where it is a new indicator.

Direction of Travel	Definition	Count
Improving	Performance has improved on last year (more than 2% change on last year)	28
Maintaining	Performance has remained the same as last year (within 2% of last year)	21
Declining	Performance has declined on last year (more than 2% change on last year)	11
Not appropriate	Comparing performance to last year is not possible due to data not being available or where it's a new indicator	27

This year we have completed four out of our 11 milestones within our suite of KPIs, we are making good progress on three with deadlines during 2022/23 and four are progressing but have been delayed beyond our original deadline date.

Ending poverty by 2030

We are continuing to support people living in poverty in Edinburgh while the impact of Covid-19 continues and the cost of living rises. At the same time, we are continuing to work with our partners to end poverty within Edinburgh by 2030, investing in finance and welfare supports and giving everyone equal access to learning, training, and work opportunities.

Below are our key performance indicators (KPIs) for 2021/22. For each KPI, we include the latest data, the targets set for 2021/22 and the RAG status.



On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission		2019/20	2020/21	Target	Status
Percentage of people living on incomes below the poverty threshold		15.0%	n/a	14.0%	Blue
Percentage of children living in families on incomes below the poverty threshold		19.0%	n/a	17.0%	Blue
Percentage of people living in destitution		4.0%	n/a	n/a	Blue
	2019/20	2020/21	2021/22	Target	Status
Number of people supported with welfare rights queries by the Advice Shop		3,800	4,200	4,400	Amber
Scottish Welfare Fund payments	21,744	44,226	65,466	* data only	Grey
Discretionary Housing payments	7,427	8,205	7,806	* data only	Grey
A new city wide approach to commissioned advice services is agreed with partners			Delayed	Q3 21/22	Red
On track to deliver new prevention service models					
New long term plan for delivery of a prevention based Council service model approved and in implementation			Delayed	Q3 21/22	Red
More residents experience fair work and receiving living wage					
Number of new Council apprenticeships	18	26	38	41	Amber
Percentage of suppliers committed to paying the living wage	70.0%	79.0%	82.0%	72.0%	Green
Edinburgh City achieves accreditation as a living wage city			Completed	Nov 21	Green
Living wage employer accreditation	Yes	Yes	Yes	Yes	Green

Number of living wage employers	359	422	526	+ 100 per annum	Green
	2018/19	**2019/20**	**2020/21***	**Target**	**Status**
Positive destinations for school leavers	95.1%	92.5%	95.1%	95.0%	Green
Intervene before the point of crisis to prevent homelessness	**2019/20**	**2020/21**	**2021/22**	**Target**	**Status**
Number of households assessed as homeless	3,275	1,929	2,399	* data only	Grey
Number of Housing Advice only presentations	1,708	1,375	1,288	* data only	Grey
Percentage of households in unsuitable temporary accommodation.	21.7%	25.1%	25.3%	* data only	Grey
Ongoing delivery of our 20,000 affordable homes programme					
Number of affordable homes approved	1,930	1,285	1,251	1,200	Green
Number of affordable homes completed	1,443	1,087	1,041	1,218	Red
Increased attainment for all and reducing the poverty-related attainment gap	**2018/19**	**2019/20**	**2020/21***	**Target**	
Percentage of primary pupils achieving literacy	77.1%	n/a	73.8%	75.0%	Amber
Percentage of primary pupils from deprived areas achieving literacy	61.1%	n/a	57.3%	59.0%	Amber
Percentage of primary pupils who are Looked After achieving literacy	39.1%	n/a	39.5%	To increase	Green
Percentage of primary pupils achieving numeracy	83.2%	n/a	80.4%	82.0%	Amber
Percentage of primary pupils from deprived areas achieving numeracy	70.9%	n/a	65.1%	67.0%	Amber
Percentage of leavers with SCQF level 5 in literacy and numeracy	67.1%	71.7%	74.0%	73.0%	Green
Percentage of leavers from deprived areas with SCQF level 5 in literacy and numeracy	43.5%	50.9%	55.3%	52.0%	Green
Percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher	67.6%	71.1%	72.6%	73.0%	Amber
Percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher	45.6%	51.1%	50.6%	53.0%	Amber
	2019/20	**2020/21**	**2021/22**	**Target**	
Percentage of teachers who have met the Teaching, Learning and Assessment "Charter" standard			*12%* *(year to date)*	20.0%	Blue
Percentage of schools that have achieved the Digital Schools Award Scotland			new	5.0%	Blue
Percentage of parents receiving funded Early Learning and Childcare through their preferred location			92.4%	new	Blue
Percentage of parents receiving funded Early Learning and Childcare through their preferred model of delivery			74.1%	new	Blue
Capital spend on the Learning Estate new projects			£90.91m	£90.73m	Green
Percentage of primary pupils with low attendance	8.0%	10.6%	14.0%	n/a	Blue

Percentage of secondary students with low attendance	15.2%	17.2%	19.1%	n/a	Blue
Edinburgh's economy recovers from recession and supports businesses to thrive	**2019/20**	**2020/21**	**2021/22**	**Target**	**Status**
Review of Economy Strategy completed			Completed	Nov 21	Green
	2019	**2020**	**2021**	**Target**	
Business births per 10,000 residents	54.4	42.4	42.4	* data only	Grey
Employed residents as a percentage of all residents		77.0%	77.9%	* data only	Grey
	2019/20	**2020/21**	**2021/22**	**Target**	**Status**
Total number of clients supported by employability and skills services	3,719	3,761	3,842	n/a	Blue
Number of engagements through business gateway	4,131	3,551	3,728	n/a	Blue
Percentage of procurement spend via SMEs	52.0%	50.0%	47.6%	52.0%	Amber
Percentage of procurement spend in EH postcode	45.6%	47.6%	45.4%	50.0%	Amber
Investment in supporting the arts and cultural sector in the city			£5.6m	£5.6m	Green

dnr – data not released – nationally published dataset not released due to Covid-19 impact on data collection

On track to end poverty in Edinburgh by 2030 by meeting the targets set by the Edinburgh Poverty Commission

The latest poverty figures for the three citywide indicators (**percentage of people living on incomes below the poverty threshold (15%), percentage of children living in families on incomes below the poverty threshold (19%), percentage of people living in destitution (4%)** are for 2019/20. The Scottish Government will not be publishing poverty data for 2020/21 because of the impact of Covid-19 on the data collection. This means that the impact of Covid-19 and the cost of living crisis will not be fully shown in these data for some time. However, we are expecting the number of people in poverty to rise in Edinburgh and have acted to try to mitigate that impact where we can. This year we have provided additional support to those households in poverty due to the impact of Covid-19 and other cost of living challenges as well as progressed our longer term projects to help deliver on this priority as set out in the End Poverty Delivery Plan.

The first progress report was submitted to the Policy and Sustainability Committee in October 2021 and some of the key actions highlighted included additional investment in services to support households to raise incomes and reduce food insecurity; additional support to people at risk of homelessness; crisis support through various funds/grants and the relaunch of Edinburgh Guarantee. We continue to make progress across all eleven actions the Poverty Commission highlighted in their report and a second progress report to the Policy and Sustainability Committee in November 2022.

This year we **supported 4,200 people with welfare rights advice** which was higher than the number in 2020/21 (3,800) but just below our target of 4,400. Due to significant Covid-19 related staff absence and vacant posts in the Advice Shop in the last few

months, we have had to change our initial contact from face-to-face appointments to a telephone messaging service, where we call people back after they leave a message. However, our staffing levels are returning to normal and vacancies are being filled so we anticipate improving in the near future. We increased our homelessness prevention service within the Advice Shop and are now helping around another 80 people each month with income maximisation and debt advice.

The number of people claiming **Scottish Welfare Fund** and **Discretionary Housing payments** continues to increase - from 44,226 and 8,205 in 2020/21 to 65,466 and 7,806 in 2021/22. This reflects the ongoing impact of Covid-19 on people's lives and the additional support they still require.

We are **reviewing our citywide advice services** with partners. There was a delay in appointing a contractor and we now expect to complete this by August 2022.

On track to deliver new prevention service models

We have invested £1.2m to set up a new prevention team by March 2023. This team will reform **our approaches to poverty prevention** through new community-based services working across service boundaries. There have been unexpected delays due to Covid-19 and service reviews, but a Project Manager is now in place.

More residents experience fair work and receiving living wage

95.1% **of school leavers with a positive destination** for the academic year 2020/21 is above our target of 95% for the academic year 2020/21 and is back to pre-pandemic levels. Celebrating its 10th year, the Edinburgh Guarantee expanded to help people of all ages access fair work, training and employment opportunities and launched with a new look website in Summer 2021. The website aims to be a one stop shop to connect and sign-up employers across the city, while offering people quick and easy access to job boards, information on training opportunities and additional support routes. Edinburgh Guarantee will also include in-house delivered, contracted and grant funded services, Young Persons Guarantee and signposting to partner organisations such as Skills Development Scotland and Fair Start Scotland.

The number of new Council **apprenticeships** increased to 38 in 2021/22. Although this is 12 higher than in 2020/21 it is behind our target of 41. It has been challenging to provide appropriate support and learning experiences to apprentices this year because of the impact of Covid-19 on ways of working. We expect these challenges to reduce as we move forward, and services return to normal working arrangements. We sourced £106,000 of funding, as part of the Skills Development Scotland contract, to support the training costs for apprentices. The contract has now been extended into 2022/23 so that we can support more apprentices' training next year. We are continuing to raise awareness of the benefits of employing apprentices across our services as well as through the work of Edinburgh Guarantee and the wider Joined up for Jobs network through:

- information sessions for our staff
- regular articles about apprenticeships posted on internal communications
- social media.

We continue to support fair work practices and the **proportion of our suppliers committed to paying the living wage** continues to rise, from 79% in 2020/21 to 82% in 2021/22, which is ahead of our target. There is an increased focus on Fair Work at a national level including more resources and guidance to support procurement criteria and suppliers in setting expectations. Supplier development programmes, Fair Work convention and Scottish Government blogs have been pushing the real living wage as have we through our own communications.

The **number of living wage accredited employers** continues to increase and was 526 by March 2022 and above the target of an annual increase of 100. We continue to maintain our Living Wage certification which we achieved in 2016 and by working with partners **our city was accredited as a Living Wage City** in November 2021.

Intervene before the point of crisis to prevent homelessness

The **number of households assessed as homeless** has increased during 2021/22 but, at 2,399, is not back to levels seen in 2019/20 (3,275). We gave 1,288 **people housing advice only which is** similar to 2020/21 but remains lower than pre-pandemic levels. The **percentage of households in unsuitable temporary accommodation**, at 25.3% continues to be 3% higher than pre-pandemic levels. This is because we are continuing to accommodate all households, regardless of eligibility, including people who may have No Recourse to Public Funds which reflects our compliance with the Covid-19 public health requirements.

Our Rapid Rehousing Transition Plan sets out what we are doing to increase the availability of appropriate accommodation for people presenting as homeless. We reported an update on progress to the Housing, Homelessness and Fair Work Committee on 3 June 2021.

We have invested £0.994m to recruit 28 additional officers to trial new ways of working to prevent homelessness and reduce the number of households in temporary accommodation. The number of temporary accommodation properties available to us, through our new Private Sector Leasing Contract, had increased by over 1,700 by the end of November 2021. We have also put in place a flexible purchase system, agreed by the Finance and Resources Committee on 7 October 2021, to allow the supply of suitable temporary accommodation to continue to increase in future. The Private Rented Sector team prevented 571 households from becoming homeless, helping those households to stay in their own home or to find alternative accommodation.

Our Multi-Disciplinary Team (MDT) support Council tenants who are at serious risk of court/eviction action and who are not engaging with their locality Housing Officer. The MDT had received 93 referrals and had a caseload of 45 households at the end of March 2022, with approximately 75% of those referred fully engaged with the offer of support or engaged with initial information and advice.

In October 2021 we recruited a Partnership Prevention Officer who supports frontline Council staff, wider public service staff and staff working in the third sector to identify and support people who may be at risk of becoming homeless.

Ongoing delivery of our 20,000 affordable homes programme

We continue our ambitious house building programme approving more affordable houses to be built every year. In 2021/22 we

approved **1,251 affordable homes**, 51 more than the target. We completed a further 1,041 **homes** despite the impact of the availability of materials in the construction market and the wider impacts of Covid-19. Although we did not meet our target of 1,218, we expect to complete the remaining homes in early 2022/23. Since we set out our ambition to build 20,000 affordable homes by 2027, we have completed over 7,500 homes and completed over 5,600. The Covid-19 pandemic continues to affect build programmes nationally. Construction work was initially halted, followed by health and safety measures remaining in place until August 2021 and there are still shortages of materials. The end of the year saw a significant increase in approvals by Housing Association partners following the confirmation of increased grant benchmarks by the Scottish Government.

We have built 1,679 homes in our own house building programme including the developments at Bingham and Parkview. 810 homes are currently under construction including nearly 400 homes at Western Villages, Granton. A further 3,000 homes are in various stages of design and pre-construction at sites including Fountainbridge and Meadowbank which now both have a predevelopment partner appointed.

Increased attainment for all and reducing the poverty-related attainment gap

Whilst most of our **primary school indicators** show a decline in performance in the academic year 2020/21, our **secondary school attainment indicators** show an increase in performance. These changes in performance reflect the complex impact of Covid-19 across our schools.

We are working hard to drive improvements in attainment and to reverse the impacts of Covid-19.

We are continuing to upskill our teaching staff so they can provide all young people with the highest quality teaching and learning experiences. This is central to raising attainment for all, particularly young people from the most disadvantaged backgrounds, care experienced young people and those with protected characteristics. We are training teaching staff in four key aspects known to improve teachers' practice in teaching and learning, known as the **Teacher's Charter.** Between August 2021 and April 2022, we trained 571 people on 'Formative Assessment for Learning', 791 people on 'Differentiation', 608 people on 'Skills' and 489 people on 'Leadership of Learning'. This is 12% of the workforce so we are on-track to meet 20% by the end of the academic year 2021-22.

Our schools are also working toward achieving their **Digital Schools Award Scotland.** Three schools have already achieved this award with a further 83 schools signed to this process. 14 schools have a completed all the requirements for the award and are awaiting validation visits from Digital Schools Award Scotland. However, there is currently a backlog with the validation process nationally due to Covid-19 so we are uncertain of when these visits will take place. Once they have we will be significantly ahead of our target (5%) for this academic year (2021/22).

We have five measures related to **primary pupils' attainment.** Four of the measures show a decrease when compared to 2018/19 and are below target**.** Only one measure, **Percentage of primary pupils who are Looked After achieving literacy**, shows a very slight improvement from 39.1% (2018/19) to 39.5% (2020/21). We closely track attainment measures via regular analysis of predicted levels of attainment in November and March each

academic year. This allows us to identify early priority schools which then receive a high level of support from the Quality Improvement and Curriculum Service. This includes helping raise attainment and sending additional staff, including transition teachers. Improvement targets are negotiated with Head Teachers and tracked rigorously to make sure expected progress is made.

The decrease in performance from 2018/19 to 2020/21 was anticipated and reflects the national picture in Scotland as a result of the disruption to learning caused by Covid-19. However, the Local Government Benchmarking Framework (LGBF) 2020/21 report shows a smaller decrease for Edinburgh for both literacy and numeracy when compared to the national average. The LGBF data for literacy attainment in Edinburgh decreased by 3.3 percent decrease compared to the national average decrease of 4.4 percent and for numeracy attainment, Edinburgh saw a 2.8 percent decrease compared to national average decrease of 5.4 percent decrease. We have allocated additional Covid-19 recovery funding to appoint transition teachers to support children and young people, with an identified gap in learning, across P5-S3. Our support will focus on closing gaps in both literacy and numeracy. We are using effective, evidence-based strategies to raise attainment in numeracy. Our Edinburgh learns numeracy development officer is training using high quality universal and targeted professional learning for staff.

We have made limited progress over the last two years in improving **the number of primary pupils, who are looked after, achieving literacy** which shows only a very slight increase from 39.1% (2018/19) to 39.5% (2020/21). The impact of the pandemic, restrictions on physical distancing and the number of children being looked after at home, has meant that children have missed out on high quality learning experiences around reading, writing, listening and talking. Each term we rigorously track attainment for care experienced pupils in primary schools so that we can tailor support as required. We use targeted measures to support health and wellbeing including play therapy as when a child is resilient, happy and can manage their emotions, they will be in a place to learn. We have also secured a partnership with a Volunteer Tutor Organisation (VTO) who are working with P6 and P7 pupils. They tutor care experienced pupils every week which enhances and complements the school curriculum. The attainment of care experienced children and young people will be included in School Renewal Plans which is in line with our commitment to keep The Promise.

There are four indicators related to attainment in our secondary schools. Three indicators**:**

- **percentage of leavers with SCQF level 5 in literacy and numeracy**
- **percentage of leavers from deprived areas with SCQF level 5 in literacy and numeracy**
- **percentage of all leavers achieving 1 or more awards at SCQF Level 6 or higher)**

have improved since 2019/20, one indicator is above our target and two indicators are just below our target. The remaining indicator, **percentage of all leavers from deprived areas achieving 1 or more awards at SCQF Level 6 or higher**, shows a slight decrease from 51.1% in 2019/20 to 50.6% in 2020/21.

This improvement in performance is also seen at a national level in the various attainment indicators in the Local Government Benchmarking Framework report 2020/21. However, it should be noted that the assessments were different in 2020 and 2021, due to

the cancellation of exams and external assessment of coursework in 2020 and the use of the Alternative Certification Model in 2021. This means that these results are not directly comparable with previous and future years, and any change in attainment levels during this time should be viewed with caution. With a return to formal examinations in session 2021/22, we are focusing on preparing young people for a return to formal examinations.

We are working hard to give everyone equal access to learning and education and to reduce or remove barriers to learning. Key achievements this year include:

- creating an inclusive, diverse and decolonised curriculum
- upskilling our workforce through the Teachers' Charter
- the rollout of the empowered learning (1:1 devices) initiative with a £17.6m investment.

All senior leaders have participated in Leadership of Race Equalities practice professional learning to promote inclusive practice. We are also supporting our school workforce to complete The Leadership for Equity Professional Learning which provides participants with knowledge and skills to respond effectively to the challenge of delivery equity and closing the poverty related attainment gap. So far 40 head teachers and senior leaders from primary, secondary and special schools completed this course in 2021/22 and are now applying their learning. A further 28 class teachers have also completed all three days of the training.

We have appointed a Senior Development Officer (SDO - equity and closing the gap) to support schools make best use of Finance for Equity and to share effective practice proven to close the poverty-related attainment gap. Additional Covid-19 recovery funding has been allocated to each learning community to appoint a transition teacher to support young people in P5 to S3 with an identified gap in learning. Support focuses on closing gaps in learning in literacy and numeracy as well as supporting the health and wellbeing of learners.

We are continuing to look at ways to offer choice in our early years services.92.4% of **parents receive funded Early Learning and Childcare at their preferred location** and 74.1% of **parents receive funded Early Learning and Childcare through their preferred model of delivery.** While Covid-19 restrictions have impacted on what we have been able to offer, we are confident we will be able to provide more flexible options for parents/carers from August 2022 with the relaxation of Covid-19 restrictions. We will reintroduce morning and afternoon sessions and build five new early years settings across the city.

We continue to **invest in our schools and learning estate** with a major £193m maintenance programme which includes replacing windows and floors, upgrading lighting and ceiling, electrical work, cleaning of gutters and general refurbishment. We have invested more money, particularly in schools, than in in previous years We are also opening two new schools in early 2022.

Pupil absence in both primary and secondary schools continued to increase in 2021/22 (at 14% for **primary pupils with low attendance** and 19.1% for **secondary pupils with low attendance).** We carried out an attendance thematic review in November 2021 to understand the causes of pupil absence including the impact of Covid-19 and presented the results and next steps to the Education, Children and Families Committee in March 2022. All schools have been asked to revise and publish their Attendance Strategy by June 2022. We scrutinise data monthly and schools have been given guidance on how to use Finance for

Equity to recruit pupil support officers to attendance. We held an Attendance conference in March to share good practice.

We share data centrally on attendance for Looked After Children (LAC) across all sectors so that support for LAC and care experienced children and young people can be put in place quickly. We have formed a short-life working group to create a multi-disciplinary attendance strategy for city.

Edinburgh's economy recovers from recession and supports businesses to thrive

Our **revised Economy Strategy** was approved in November 2021 and we continue to support businesses and residents to thrive in Edinburgh.

We supported 3,842 people this year with **employability and skills support**, up from 3,761 in 2020/21. Services continued supporting people engaging before the pandemic and securing funding for future programmes such as the £3m commitment for the Young Persons Guarantee to support more young people into training, education, or the workplace. We worked with stakeholders to create Edinburgh's Blended Employability Services which will begin in 2022/23. This is part of a pipeline of employability support and citywide outreach services to support people into training or employment.

Our **Business Gateway service** had 3,728 engagements with businesses which is slightly higher than our engagements in 2020/21 (3,551). Our advisors offer one to one support and also delivered a number of programmes in 2021/22 including

- Digital Boost (support for expanding businesses' online presence)
- Gateway to Investment (ensuring businesses are accessing investment and funding opportunities)
- Business Growth Recovery Programme (supporting businesses to recover).

A national review of the Business Gateway service has been completed which sets out new longer term outcomes. This may mean we change how we provide this service in future, but no changes are needed immediately.

Our **procurement spend in EH postcodes** shows a slight decrease in 2021/22 (45.4%) when compared to 2020/21 (47.6%) which is below the target of 50%. Issues with supply of specific goods, for example PPE, in the region means we had to source these items out with the local area which reflects in our spend in EH postcodes

Our **small-medium sized enterprises (SME) spend** was 47.6% which is a slight reduction from 2020/21 (50%) and behind our target of 52%. The number of SME suppliers included in the data has increased from 1,607 to 1,848 showing our ongoing commitment to supporting local, small businesses. However, our core spend (at £826.7m) is 19% higher than last year which is due to our large project spending (e.g. Tram to Newhaven).

We ran a number of campaigns and initiatives in 2021/22 to support business recovery from the Covid-19 pandemic including:

- a *Shop Here This Year* campaign which promoted shopping within your local area for 11 neighbourhoods

- a *Forever Edinburgh* campaign as part of the ongoing promotion of Edinburgh across various online channels including the Official Guide to Edinburgh website, associated social media channels and a monthly consumer newsletter sent to 24,000 contacts highlighting what to see and do in Edinburgh each month.
- *The Story Never Ends* campaign focused on domestic overnight visitors highlighting Edinburgh as the UK's top city break destination. In summer 2021, we secured £85,000 from the Scottish Government's Regional Recovery Fund and a further £90,000 from VisitScotland's Destination and Sector Marketing Fund focusing on promoting Edinburgh as a place to visit over the winter months. The campaign continued to promote Edinburgh as the top city break destination and saw the launch of the brand new, resident focused, Resident Rewards Edinburgh initiative.

We continue to support the Forth Bridges Tourism Strategy by supporting the project manager with marketing and communications advice and financial investment.

We spent **£5.6m on grants for the arts and cultural sector** for targeted support during the Covid-19 pandemic. These grants were used to retain jobs, creative practices and development and delivery of activity throughout the city. A wide range of partners and events were funded though these grants, including Capital Theatres, Edinburgh International Festival and North Edinburgh Arts.

We allocated over £3m to our strategic partners and £1.1m for groupings (theatre and literature) for year three of the strategic partners funding programme, as well as extending it for a further year whilst the sector recovers from the Covid-19 pandemic. The strategic partners rose to the challenge set by the crisis by moving programmes online, maximising freelance employment opportunities and retaining full-time jobs wherever possible. Funding aims to promote stronger collaboration, developing new partnerships and creating new funding streams for the culture sector in Edinburgh.

Becoming a sustainable and net zero city

We remain focused on making sure the city's recovery from the impact of Covid-19 is both green and fair and one which accelerates progress on reducing the city's emissions and adapting the city to be resilient to climate change. To achieve this, we need to improve air quality, protect and enhance our thriving green spaces, support sustainable travel and continue to create energy efficient, good quality places to live and work to make Edinburgh a healthier and happier place to live.

Below are our key performance indicators that indicate how we performed in 2021/22. For each KPI, we include the latest data, the targets set for 2021/22 and the RAG status.



On track to deliver our 2030 net zero target	2018/19	2019/20	2020/21	Target	Status
City's emissions (in MtCO2e)	2.428	2.248		6% reduction	Green
		2020/21	2021/22	Target	
Council's emissions (in ktCO2e)		65.65		189.6 (2020-23 - 3 year target)	Green
Installed solar photovoltaic capacity across the Council's operational estate (kWp)		2,092	2,312	2,342	Amber
Percentage of new builds in delivery to PassivHaus standard		17.0%	18.0%		Grey
Annual Council internal floor area agreed to undergo low energy retrofit works			0	0	Green
Number of traffic related Air Quality Management Areas	6	6	6	6	Green
Percentage of homes that meet Energy Efficiency Standard for Social Housing 2 (EESSH 2)			new	n/a	Blue
Citizens are more engaged and empowered	**2019/20**	**2020/21**	**2021/22**	**Target**	**Status**
Percentage of Consultation Advisory Panel (CAP) approved consultations with 'you said, we did' published within three months of closing date	-	-	60%	100%	Red
Percentage of annual discretionary budget allocated through participatory budgeting	0%	0%	0.32%	n/a	Blue

Edinburgh Talks Climate engagement levels			39,600	n/a	Blue
		2019	2021		
Percentage of respondents who believe that climate change is an immediate and urgent problem		72.0%	dnr	65.0%	Blue
Develop key strategic sites and projects to meet the needs of a diverse and growing city	**2019/20**	**2020/21**	**2021/22**	**Target**	**Status**
Formal adoption of City Plan			In progress	Aug-22	Green
Outline business case for the new Bio Quarter health innovation district agreed			Completed	Q4 21/22	Green
Outline business case for the West Edinburgh Active Travel and Public Transport infrastructure agreed			Delayed	Sep-21	Red
Completion of Tram line to Newhaven			In progress	Jun-23	Green
The city has a well-connected and sustainable transport and active travel network	**2019/20**	**2020/21**	**2021/22**	**Target**	**Status**
Roads annual capital and revenue investment	£23.0m	£21.3m	£24.0m	£20m	Green
		2018/19	2021		
Proportion of people travelling to work by active and sustainable means		70.0%	*dnr*	n/a	Blue
Proportion of people travelling to work by foot and bike for journeys up to 2 miles		55.0%	*dnr*	n/a	Blue
Proportion of trips to school by active and sustainable modes		69.0%	*dnr*	n/a	Blue
Number of multimodal interchanges		50 inter-changes served by 2 or more modes		n/a	Blue
		2020	2021		
Tram passengers		2.351m	2.594m	Increase	Green
Implementation of the Workplace Parking Levy			In progress	tbc	Green

dnr – data not released – nationally published dataset not released due to Covid-19 impact on data collection

On track to deliver our 2030 net zero target

The **latest citywide and Council emissions** measures continues to decrease. The **total city emissions** (MtCO2e - million tons of CO2 equivalent) in 2019/20 was 2.248 MtCO2e which is ahead of our indicative target of 2.281 MtCO2e for 2019/20 (target - 6% reduction on 2019/20 figure of 2.428).

In 2020/21, the **Council emitted** 65.65 ktCO2e, representing 35% (just over one third) of the three-year cumulated carbon budget (2020 – 23). This figure is a reduction on the Council emissions for 2019/20 of 73.5 ktCO2e. Data for 2021/22 will be available in November 2022 and reported to the Scottish Government via the Public Bodies Climate Change Duties Report.

Our 2030 Climate Strategy and Implementation Plan was approved by the Policy and Sustainability Committee in November 2021. We have set up a new Infrastructure Investment Programme Board (IIPB) to oversee our priority climate strategy actions. We have developed outline proposals for five new net zero pipeline projects. We are finalising a costed climate change risk assessment for the city and will provide the basis for the development of a Climate Ready Edinburgh plan for the city.

The Council Emissions Reduction Plan was approved by the Policy and Sustainability Committee in November 2021 following a draft version being brought to committee in April 2021. We will report on progress to committee each November.

We are continuing to use our Carbon Scenario Tool to assess the carbon impact of several key projects including Granton Waterfront, Currie High School, and the Enerphit programme. We are currently developing "carbon guidance" to be used in all business cases for every projects.

We have increased our **solar photovoltaic capacity** in 2021/22, with a capacity of 2,312 kWp by March 2022 which is just behind our target of 2,342 kWp.

We are aiming to **apply Passivhaus standards to future new builds** which will make them net zero ready. We are delivering seven of 40 (18%) existing projects to Passivhaus Standard with low and zero carbon (LZC) Primary Plant. Our goal is to create all new build projects to Passivhaus standards as new projects are commissioned to Passivhaus and old non Passivhaus projects are completed, the percentage will improve with the long-term goal of reaching 100% of new build conditioned area where Passivhaus is technically appropriate.

We are planning how we will **retrofit our existing buildings** to low energy standards. We have completed an assessment of costs of Enerphit based retrofit and finished feasibility studies for 12 buildings by March 2022.

We made a successful bid to the Scottish Government's Green Growth Accelerator in October 2021. This could provide up to £10m to retrofit Council buildings based on a payment in arrears funding model and meeting certain criteria including carbon emissions reductions and green economy opportunities.

We still have six **traffic related Air Quality Management Areas,** which is our target. The air quality in Inverleith has improved and no longer breaches standards so we are in the process of revoking Inverleith AQMA. The latest data shows that all concentrations of pollutants at most locations are decreasing. The impact of the Covid-19 pandemic has been significant for air quality. Restrictions on travel resulted in a significant drop in NO_2 concentrations at almost all locations across the city in 2020 with just one location within the city centre breaching the legal objective. The objectives for fine particulate matter (PM10 and PM2.5) were not breached, including within the PM10 Salamander Street AQMA for the first year since it was declared in 2017. Even without the effect of the pandemic, long term trends show concentrations of the main pollutants are decreasing at most locations across the city, albeit there remain hot spot areas of concern, especially in the Central

AQMA. Some of the actions we have taken to improve air quality include introducing a Low Emission Zone in the future, improving bus emission standards of our main bus operator Lothian Buses, improving our own Council fleet, and installing more on-street electric vehicle charging points.

There is a new national standard for **energy efficiency in social housing**. However the Scottish Government is reviewing this and its associated timescales through the Zero Emissions in Social Housing Taskforce (ZEST). This is to consider and provide practical recommendations on what is required of social landlords to contribute to the Scottish Government's climate change targets. Monitoring of the EESSH2 standard has been paused until completion of this review.

Citizens are more engaged and empowered

We have involved citizens throughout the development of our 2030 Climate Strategy and Implementation Plan through a series of events during a public consultation.

We show that we have listened people's responses to formal consultations through **'you said, we did' reports**. Since our new consultation policy launched in August 2021, our consultation approval panel have approved nine consultation/engagement activities seven of which had started by March 2022. While 60% of our consultations that were completed over three months ago have 'you said, we did' information published, this figure is based on a low number of consultations (three out of five consultations met the three-month deadline) and so may be skewed. However, it should be noted that the three-month deadline is particularly challenging to meet when decisions, post consultation, are subject to committee approval.

We have run three net zero by 2030 behaviour change campaigns with the £150k allocated to sustainability and net zero engagement and campaigns in 2021/22. These have delivered 6.3m online **engagements** and 39.6k **website visits** over the year.

We will continue to engage with citizens through the Council's democratic processes, the work of the Commission and a new Edinburgh Community Climate Forum.

We have raised the **percentage of our budget that is allocated through participatory budgeting** to 0.32% in 2021/22, from 0% in 2019/20 and 2020/21. We are continuing to look at how we can increase this in 2022/23. Our Participatory Budget Framework, approved at the Finance and Resources Committee in October 2021, will support the development of a programme of activity across our services, setting out the principles underpinning our approach and how Participatory Budget coverage will be extended to include mainstreaming and commissioning activity.

The latest data (2019) shows that more Edinburgh residents (72.0%) believe that **climate change is an immediate and urgent problem compared** to the Scottish average (65.0%) (from the Scottish Household Survey). No data from the 2021 survey has been released at local authority level due to Covid-19 restrictions, when they moved to telephone rather than face to face interviews which has impacted on the comparability of the data at a local level.

Develop key strategic sites and projects to meet the needs of a diverse and growing city

We continue to take the next steps to formally adopting our new **City Plan.** On 29 September 2021 the Planning Committee approved the Proposed City Plan 2030 to be published for a

Representation Stage, this is a six-week period which allows for everyone to make their views known. We are currently considering all representations received prior to submitting the Proposed Plan to Scottish Ministers in late 2022. We will provide detailed responses where possible and report back to our Planning Committee in Summer 2022.

In October 2021 the Policy and Sustainability Committee approved the work to further progress the business case development for the £1.3 Billion project for **Granton Waterfront**, one of the most sustainable and vibrant new coastal towns in Edinburgh, the region and Scotland. Over the next 15 years, our ambition is to deliver approximately 3,500 new net zero homes, a school, medical centre and new space for businesses and creative enterprise. While this is a long-term project, we have already:

- started building new homes, including a further 142 affordable homes at Silverlea
- been granted the planning application for the first Edinburgh Home Demonstrator (EHD) pilot with 75 net zero carbon homes and three commercial units behind Granton Station building by the Development Management Sub-Committee in January 2022
- started ground works at Western Villages for around 388 much needed affordable homes and 56 homes for sale
- begun the £4.5m restoration project of the Edwardian Granton Station as a creative and cultural hub to be leased by leading arts Charity WASPS which is expected to be completed by Spring 2024.

We are progressing various projects within our **City Centre Transformation Plan** including:

- the George Street Transformation project is progressing well and on schedule to be completed by 2025 - the Operations Plan for the project is out for consultation and will be reported back to the Transport and Environment Committee before going to the next stage of development
- we are working on other active travel projects, including the City Centre West - East Link and pedestrian priority zones
- the Edinburgh St James Quarter is now open, and we have secured the year one Growth Accelerator Model payment from the Scottish Government. Work is now underway to close out the delivery side of the project and finalise the monitoring framework.
- Fountainbridge Restoration project is now in the pre-development period with a development partner selected - we expect to begin construction in 2022
- we have set up a sounding board at Seafield and are procuring master planning consultants to support the regeneration in this part of the city.
- we have finished several improvements at Picardy Place and we are going to start engaging with residents and businesses on the final improvements soon.

The business case has been agreed and **the Edinburgh BioQuarter** has formally launched its public procurement process to appoint a private sector partner by late 2022. The opportunity to create a £1 billion health innovation district which will create jobs, homes and a community for thousands of people in Edinburgh has attracted interest from parties around the world.

The **West Edinburgh Active Travel project** is part of the City Region Deal. The project team (comprising the City of Edinburgh Council, West Lothian Council and Transport Scotland) is currently

reviewing the draft West Edinburgh Transport Improvements Programme (WETIP) Preliminary Options Report. Once agreed, this will inform the programme going forward and the Outline Business Case is scheduled to be complete by December 2022.

The city has a well-connected and sustainable transport and active travel network

We spent an additional £6m on **roads** in 2021/22 bringing the total investment in roads to £24m and above our target of £20m. Work completed in the last year includes improved roads and footways pavements on major routes such as Lothian Road, High Street, Maybury Road and the A89.

We have continued working on setting **travel mode share targets** and in November 2021 the Transport and Environment Committee approved a citywide target to reduce car kilometres by 30% by 2030. Following further stakeholder engagement, we are proposing to monitor this single indicator and target going forward. Stakeholder feedback suggested that setting targets across the different travel modes might create competition between them and adversely influence investment levels and progress.

During 2021/22 we have been:

- progressing our active travel projects that will connect many cycle and walking routes in the city's western and northern suburbs to and through the city centre
- continuing our annual programmes of behaviour change initiatives to encourage active and sustainable travel and to reduce single car occupancy trips each year
- investing in improving infrastructure for walking and cycling
- continuing to plan for the introduction of low emission zones in Edinburgh once appropriate legislation is in place.

While the number of people travelling will have been impacted by Covid-19 restrictions and working from home guidance, the **number of tram passengers** increased in 2021 to 2.594m from 2.351m in 2020. This is expected to continue to increase as workplaces continue to open up for staff to return to work and air travel increases through Edinburgh Airport. Although the trams project has faced significant challenges due to Covid-19, construction continues to progress on time. We expect construction to be completed in autumn/winter 2022 followed by testing and commissioning and the new tram line up and running by spring 2023.

Since the tram works began:

- over £2.4m of funding has been given to support local businesses
- 85% of the known utility diversions has been completed
- 2,800 metres of track has been installed which is over half of the total to be laid (62%).

We continue to work with the Scottish Government on the Workplace Parking Levy and replied to the Scottish Government's consultation on the regulations and guidance for introducing Workplace Parking Licensing in June 2021. This consultation will inform the development of the scheme and set out the requirements for implementation. Once completed we will develop an implementation plan and timescales.

Wellbeing and Equalities

We are continuing to support people to live healthier, longer, and more independent lives, and to improve life chances for all children; especially our most vulnerable. We place the needs of the individual at the centre of our services and supports, which we provide at the earliest stage possible. We also want citizens to be involved in designing how their needs are met and for us to be able to respond quickly if these change. We take pride in providing high quality services and are continuing to develop with partners how we can provide the services people need locally and ensure they are accessible to all.

Below are our key performance indicators that show how we performed in 2021/22. For each KPI, we include the latest data, the targets set for 2021/22 and the RAG status.



People can access the support they need in the place they live and work		2019/20	2020/21	2021/22	Target	Status
20 minute neighbourhood strategy finalised				Completed		Green
South West pilot action plan finalised				Delayed		Red
Number of community hubs in place				new	19 by 2030	Blue
Improved safety and wellbeing for vulnerable citizens						
Children on the Child Protection Register as a rate per 1,000 population		1.5	1.3	1.2	Threshold 2.9	Green
Conversion rate between Adult Protection Contacts and 'Duty to Enquire' carried out		64.90%	71.5%	76.5%	70.0%	Green
Adult protection investigations started per 100,000 adults in population		97.95	113.3	109.5	Threshold 118	Green
Number of situations affected by domestic abuse where support was offered through new delivery model				new	n/a	Blue
Percentage of community justice orders successfully completed		68.3%	91.3%	73.0%	65.0%	Green
Looked After Children as a rate per 1,000 population		13.7	12.5	11.7	Threshold 14.0	Green

Core services are maintained or improved	3 year average (2018/21)	2019/20	2020/21	2021/22	Target	Status
Domestic kerbside missed bin service requests	23,733	17,690	19,887	21,977	21,175	Amber
Communal domestic full bin service requests	19,452	17,004	19,484	19,908	20,020	Green
Percentage of domestic waste recycled	40.6%	37.8%	39.8%	42.6%	41.0%	Green
Percentage of emergency cat 1 road defects made safe within 24 hours		98.0%	100%	100%	100%	Green
Percentage of cat 2 priority road defects repaired within 5 working days		68.0%	99.0%	97.2%	85.0%	Green
Percentage of cat 3 priority road defects repaired within 60 working days		69.0%	99.0%	98.2%	85.0%	Green
Percentage of emergency street lighting repairs completed within 4 hours		98.0%	100%	95.9%	95.0%	Green
Percentage of street lighting urgent 24 hour repairs completed in time		57.1%	92.9%	96.7%	70.0%	Green
Percentage of street lighting 5-day repairs completed in time		22.0%	39.0%	51.3%	50.0%	Green
Number of parks with the Green Flag Award		33	34	35	35	Green
Litter Monitoring System Score		92.9	81.8	82.2	93.0	Red
Number of active library users		101,547	38,016	60,931		Blue
Library digital use – downloads and streaming		176,089	2,958,560	3,069,620		Blue
Proportion of schools in good or satisfactory condition		90.2%	92.7%	94.3%	88.3%	Green
Make better use of the Council estate and resources to meet our strategic priorities		**2019/20**	**2020/21**	**2021/22**	**Target**	**Status**
Percentage of P6 to S6 pupils with issued iPad		-	-	30.7%	100% (2 year target)	Green
Customer Hub satisfaction		76.0%	72.0%	66.3%	75.0%	Red
Council's projected Revenue outturn		100.5%	99.2%	99.6%	100%	Amber
Sickness absence		5.37%	3.99%	5.22%	4.0%	Amber
		2018/19	**2019/20**	**2020/21**	**Target**	**Status**
Council gender pay gap		3.8%	3.0%	2.8%	3.0%	Green
		2019/20	**2020/21**	**2021/22**	**Target**	**Status**
Progress against delivery of Council's current year's approved budget savings		77.0%	82.0%	89.0%	90.0%	Amber
Percentage of invoices paid within 30 days		95%	96%	96.2%	95.0%	Green
Proportion of Council Tax collected		96.95%	95.96%	96.77%	94.46%	Green
Proportion of Business Rates collected		96.28%	90.54%	89.98%	91.0%	Amber
Percentage of revenue spend placed with contracted suppliers		94.1%	92.8%	91.0%	93.0%	Amber

People can access the support they need in the place they live and work

In June 2021 we established our new draft approach to **20-minute neighbourhood** and approved funding for a new team to implement the strategy. The 20-minute neighbourhood has been split into following five delivery strands:

- regeneration into a 20-minute neighbourhood
- embedding 20-minute neighbourhood principles in existing projects
- reimagine and redesign our town centres/high streets
- citywide neighbourhood connection
- digital, consultation and engagement.

A programme team and board are now in place. They are creating a programme plan, initially focusing on reimagining town centres and supporting other Council services to embed 20 minute principles into existing projects and programmes.

An example of a project that is incorporating these principles is the Wester Hailes masterplan, for which we have appointed a design team. The plan will set out a comprehensive, phased approach for the next 10 to 15 years, building on community aspirations, as set out in the Local Place Plan. Wester Hailes is one of the first communities in Scotland to develop its own Local Place Plan, following its introduction within the Planning (Scotland) Act in 2019. It is expected that the masterplan will provide a platform to maximise funding opportunities, such as the UK Government's Levelling Up Fund.

Improved safety and wellbeing for vulnerable citizens

The number of children requiring formal **Child Protection registration** was stable in 2021/22 and the rate (1.2) is at a similar level to 2020/21 figures and continues to be well below the national rate (2.9) which reflects our focus on early help and support for families. We use the national rate as a threshold which allows us to monitor our level of Child Protection registrations against the national context. If there is a large variation between us and the national rate, we would investigate this further. The Child Protection Committee monitors key data on a regular basis, via the National Minimum Dataset for Child Protection Committees in Scotland. We also undertake quality assurance activity to further scrutinise any notable trends, which has provided additional assurance that the planning undertaken to protect Edinburgh's children is robust. This activity has included audits of cases where children had been removed from the Child Protection Register and where children had been considered at Case Conference but subsequently not registered. This approach is ongoing, with audits of key areas planned for the coming year.

In partnership with colleagues in neighbouring local authority areas, the Child Protection Committee has begun revision of the local Child Protection Procedures, with an expectation that these will be published during 2022.

Similarly our **rate of Looked After Children** continued to decrease across much of 2021/22 with a slight increase in the latter months and at 11.7 remains below the national average (14.0). As with the Child Protection registrations, we use the national rate as a threshold for monitoring our rate within the national context.

The Locality Operational Groups enable partnership working between statutory and third sector services to develop a common practice framework for engaging with children and their families. We are using mental health funding to look at how young people can access support through a simple gateway. We will connect these work streams with Edinburgh's Promise.

We continue to improve how we engage with young people through, for example, the Children's Rights Review, the work in schools, the use of Mind of My Own, the Champions Board and Youth Talk. We are exploring how we can develop an overarching model linked to the Promise as a means of framing our engagement so that what is important to children is considered at each stage of our processes.

The Edinburgh Children's Partnership will continue to work on the actions in Edinburgh's Promise 2021-2024 plan.

We have recruited a dedicated postholder who is supporting the development and recruitment to the Champions' Board (a group of care experienced young people who meet regularly with us to discuss ways to change and improve the care system in Edinburgh). With the new Corporate Parenting Lead Officer, there are plans to better engage with and hear the voice of children who are unable to live at home.

The **conversion rate of Adult Protection contacts into Duty to Enquires** has increased in 2021/22 to 76.5% compared to 71.5% in 2020/21 and is above our target of 70%. Whilst **our rate of Adult Protection Investigations started** decreased from 113.3 in 2020/21 to 109.5 in 2021/22, it remains below the national rate (118). As with the Child Protection registrations, we use the national rate as a threshold for monitoring our rate within the national context.

While our conversion rate performance is high, we are still looking at ways to improve practice. The Adult Support and Protection service did a self-evaluation exercise, including surveys and colleague focus groups and identified key improvements. The Edinburgh Adult Protection Committee is overseeing progress on these improvement actions, including reviewing our Adult Support and Protection Policy and Procedure.

We have reviewed and improved our Large Scale Investigation procedure which is now in place in line with an agreed Pan-Lothian protocol. Multi-agency Quality Assurance meetings have continued to provide scrutiny and assurance for care homes and care at home agencies.

We have given multi-agency colleagues a range of Adult Support and Protection training We continue to improve how we increase the involvement of people with lived experience in Adult Support and Protection work and in measuring and evaluating outcomes for people. We are working with advocacy organisations to encourage better involvement, including involvement of people with lived experience in training.

We are setting up **Domestic Abuse Local Action Groups** (DALAG) and information sharing protocols between ourselves, Women's Aid and Police Scotland. When we have done this, we will be able to report on the work of the Domestic Abuse Local Actions Groups. We recruited an Equally Safe Edinburgh Committee Lead Officer in September 2021 to support this work.

We created a combined Learning and Development subcommittee to reflect the increasing crossover between Public Protection areas. This group oversee the learning and development needs related to

cross cutting issues, such as domestic abuse, human trafficking and the links between child and adult protection.

Our percentage of **community justice orders successfully completed,** at 73.0% in 2021/22, has returned to pre-Covid-19 levels and reflects the gradual return to more normal working of courts following the Covid-19 restrictions.

As Covid-19 restrictions have relaxed, over the last 12 months, Community Justice Social Work has seen a steady increase in criminal justice social work report requests and community-based disposals. This is due to our partners, including Scottish Courts and Tribunal Services and Crown Office and Procurator Fiscal Service dealing with the backlog of business.

Other highlights include:

- developing trauma informed approaches within the wider service
- a very positive review by the Care Inspectorate of how we deal with breach of licence/recall to custody of people subject to statutory throughcare and the implementation of an improvement plan to address areas of development
- a very positive review by Internal Audit to make sure our procedures and practice effectively meets our regulatory and statutory duties for Community Payback Orders and the implementation of an improvement plan to address areas of development
- re-focusing on our Involving People Strategy with support from our Quality Assurance colleagues.

Edinburgh Health and Social Care Partnership

The Health and Social Care Partnership continues to support vulnerable people across Edinburgh and progress with a number of transformational workstreams is detailed below.

The rollout of **Three Conversations** across health and social care continues. This approach focuses on what matters to a person and working collaboratively with them as experts in their own lives, with staff considering a person's strengths and community networks to achieve positive outcomes. It has been delayed due to the ongoing pandemic and capacity pressures across the system, however, all four localities now have assessment and care management teams using the Three Conversation approach. Due to its success other services within the Partnership have adopted the approach.

Between April 2021 and April 2022, teams using Three Conversation have had conversations with over 4,900 people. 35% have given information, advice or sign posting such as to third sector and community resources rather than formal long-term care services being required or increased. In the same period the average time from a person contacting Social Care Direct to a conversation starting has been 11 days compared with an average of 37.3 days for those working in the traditional assessment model in 2020/21. Recent feedback from colleagues and people supported using the Three Conversations approach has been positive, highlighting how it has helped keep services person centred.

Home First is developing services to better support people to remain at home or in a homely setting, preventing hospital admission and providing alternatives to hospital where it is clinically safe to do so. Significant progress was made in several workstreams during the year.

To help keep people out of hospital, the Partnership created a single point of access through the Flow Centre for all urgent health and social care/therapy pathways requiring a four hour response. From March 2021 to February 2022, 357 referrals were received and 53% of admissions were avoided. The Partnership also expanded the social work hospital team to include Home First Navigators in Home Based Complex Clinical Care and intermediate care, and additional social workers to support the front door at the Royal Infirmary and Western General Hospital. The Hospital@Home service also prevents admissions. Referrals to this service have increased by 40%, with the introduction of different referral routes and virtual clinics which accept Emergency Department referrals out of hours for visits next day.

The Home First approach also to support timely discharge from hospital. In 2020/21, Edinburgh became the first Lothian partnership to test planned date of discharge (PDD), as part of the pan-Lothian pathfinder site for the national Discharge without Delay initiative. The Partnership also enhanced their Discharge to Assess (D2A) service, which enables more people to be assessed at home, supporting 2,173 discharges or referrals since June 2021. Additionally, the Community Respiratory Team built on the success of the test of change done at the Royal Infirmary in 2021 to support the discharge of Covid-19 patients. In 2021/22 there were 20 referrals with 60 hospital bed days saved.

The **Edinburgh Wellbeing Pact** was created during 2020/21 to improve the Health and Social Care Partnership's relationship with Edinburgh citizens. It was created by talking to citizens, staff from the Partnership and partner agencies, communities of interest, community planning partners and interested stakeholders. It is based on the principles of mutuality and reciprocity, and these remain central to all the enactment activities which have been initiated to date.

In April 2021 the Edinburgh Integration Joint Board (EIJB) supported seven recommendations related to the Edinburgh Wellbeing Pact. Community mobilisation included exploring a new way to engage and fund the third sector with emphasis on community collaboration and what defines a community and their local assets. This work was brought under a separate but connected project titled Community Mobilisation.

The Community Mobilisation programme began in January 2021. As a part of this, eight stakeholder events involving over seven hundred people were held to develop, create, and accelerate solutions. This includes the "More Good Days" Public Social Partnership (PSP). The PSP will focus on improving health, social, environmental, and economic outcomes for the wider community through promoting innovation and being community led, collaborative and ethical. The EIJB has also extended the Health Inequalities Grants Programme from 31 March 2023 to 31 March 2025, whose beneficiaries will continue to be active contributors to the More Good Days partnership.

The **bed-based review** is continuing to redesign bed-based services across the city, taking into consideration demand and capacity to keep a sustainable bed-based services. The project covers a range of bed-based services including medically led beds in hospitals and beds in the community supported by social care staff.

The first phase will increase intermediate care capacity, create a streamlined Hospital Based Complex Clinical Care (HBCCC) service, and introduce nursing staff into Edinburgh Health and

Social Care Partnership (EHSCP) managed care homes. These changes will allow the EHSCP to leave the Liberton Hospital site to free it up for redevelopment. Work is also ongoing in specialist inpatient rehabilitation and palliative/end of life care.

In September 2021 the EIJB agreed to consult on the future of older people's services in Edinburgh. We have been working with the Consultation Institute to plan and develop this, and the results will be published in the latter part of 2022. The outcome from the consultation will inform the options for the delivery of bed-based services in Edinburgh.

Core services are maintained or improved

Our **domestic kerbside missed bin service** requests show an increase in 2021/22 to 21,977 from 19,887 in 2020/21. This is just above our 2021/22 target of 21,175 but is below the average for the three previous years (23,733). The Covid-19 pandemic continues to place additional pressures on the service because of higher staff absence levels due to illness or shielding or self-isolating. Our **communal full bin service requests** are similar in 2021/22 (at 19,908) and 2020/21 (at 19,484). This is lower and so ahead of our 2021/22 target of 20,020, but higher than the average for the three previous years (19,452). We started our communal bin review again in 2021/22 following a pause as we focused on maintaining bin collection during Covid-19 restrictions. New bin hubs across the city, as part of this project, should reduce the full bin service requests in 2022/23.

The **recycling rate** for 2021/22 is 42.6% is the highest it has been since 2017/18 and is above the target of 41%. Home working and increased home delivery services during the Covid-19 pandemic, has continued which increased levels of waste. However, residual waste has started to reduce in 2021/22, by around 3,500 tonnes, and recycling waste has increased by around 9,000 tonnes.

Green Flag Award assessments by Keep Scotland Beautiful took place in 2021 with Bloomiehall Park achieving a Green Flag Award for the first time, bringing the total number of Green Flag Award parks in Edinburgh to 35 which is almost half of the Green Flag Awards in Scotland (77 awards). Corstorphine Walled Garden also successfully retained its Green Flag Community Award.

Our libraries were closed due to Covid restrictions. The number of people using our libraries is increasing again now they are open, but at 60,931, the number of **active library users** has a long way to go to return to pre-Covid levels of 101,547 in 2019/20. The priority in 2021/22 has been to get libraries back up and running again so they can provide the invaluable resources for local communities, including libraries which were operating as Covid-19 local testing centres. Meanwhile the **number of digital downloads,** which saw a significant rise in 2020/21, continues to rise (up from 2.96m in 2020/21 to 3.07m in 2021/22) showing that residents are still using our online library services.

We continue to repair most **road defects** across all categories within our timescales. In 2021/22, 100% of emergency repairs, 97.2% of Category 2 and 98.2% of Category 3 repairs were repaired on time. This is similar for **street lighting repairs** which exceeded target across all three categories and has showed year on year improvements in both 24 hour (up to 96.7% from 92.9%) and 5-day repairs (up to 51.3% from 39.0%) as services return to normal following Covid-19 restrictions. We also successfully completed the installation of Energy Efficient Street Lights across the city. We completed the hierarchy of roads for safety inspections

across the city and all inspection routes were completed on time in 2021/22.

Our **Litter Monitoring System Score** has marginally improved from 81.8% in 2020/21 to 82.2% in 2021/22 following a decrease in scores seen nationally during 2020/21 following the significant disruption due to the Covid-19 pandemic. Results from Local Government Benchmarking Framework 2020/21 datasets show that the urban authority benchmarking family group as a whole, has seen a significant drop in cleanliness score.

During 2021/22, our Waste and Cleansing service focused on returning our service to normal and maintaining priority waste and recycling collections during challenging periods of staff absence. The improved April 2022 figure (of 85%) shows progress continues to be made. However, we want to see this improvement continue and have several other actions in progress. We have already started to roll out new communal bin hubs and expect this to improve our street cleanliness scores, particularly in high density areas. We are also taking forward the Scottish Government's new strategy aimed at tackling both littering and flytipping through behaviour change, making sure we have the correct service/infrastructure in place and enforcing littering and flytipping enforcement action. We are also reviewing our street cleansing service to make best use of and target our services.

The average **condition of our schools' estate** continues to increase from 90.2% in 2019/20 to 94.3% in 2021/22 because of the money we invested over the last four years to improve the condition and the built environment of our school buildings. This Asset Management Works (AMW) Programme is a 5-year buildings refurbishment programme with a value of more than £124m and is now in in its final year.

Make better use of the Council estate and resources to meet our strategic priorities

We began our Empowered Learning programme in August 2021. So far, we have given out 30.7% of the 27,500 **iPads** to 9 secondary schools, 35 primary schools, 30 early years sites and teachers in a further 14 secondary schools also receiving their iPads. We are on track to finish this programme during academic session 2022/23.

We want customers to be satisfied with the first contact they have with us and so have continued with our **Customer Hub satisfaction** survey. In 2021/22, we saw a decrease in satisfaction, from 72% in 2020/21 to 66.3% in 2021/22 and we remain behind our target of 75%. This may be due to a low volume of surveys completed versus the comparative number of calls to our Customer Contact Centre and so may not fully reflect our performance. However, calls generating low satisfaction scores have been analysed and appropriately actioned, including agent training and improving processes. We expect to increase response rates to the survey by sending follow up text surveys on key contact lines and online survey forms on our website. Feedback will feed into wider improvement plans.

Our **projected revenue outturn** is just below our target of 100% at 99.6%. While the financial effects of the pandemic lessened somewhat relative to the previous year, these impacts continued to be significant in 2021/22. The net cost to the Council during the year, including exposure through its Arm's-Length External Organisations (ALEOs), was £25.5m.

Given the scale of these impacts, we regularly reported on financial monitoring to the Finance and Resources Committee during the

year. Through a combination of savings in service areas and corporate budgets, we achieved a provisional underspend of £3.9m. This was delivered without the planned level of drawdown from reserves, providing an additional contingency against the on-going expenditure and income impacts of the pandemic.

Alongside this, we continued to focus on the **delivery of our current year's approved budget savings,** and at 89% for 2021/22, is an improvement on previous years but still marginally below the target of 90%.

The increase in **sickness absence** in 2021/22 to 5.22% has returned to our pre-Covid levels (5.37% in 2018/19) and is above our target of 4%. High levels of Covid related absence resulted in increased pressure on capacity and additional workload of colleagues to keep services running. The pandemic has had a mental and physical impact on employees, reflective of the national trends. Employee absence due to Covid continued to be monitored separately. We have continued to develop, adapt, and tailor wellbeing support for colleagues for those continuing to work frontline services and those who have been working from home.

Our **gender pay gap** (the average difference in hourly wage of all men and women across a workforce) continues to reduce from 3.05% in 2018/19 to 2.81% in 2020/21 and is now lower than our target and so has a Green RAG status. While our gender pay gap decreased in 2020/21, the national average (from the latest LGBF 2020/21 dataset) remains larger than Edinburgh and showed a rise from 3.4% in 2019/20 to 3.66% in 2020/21.

We continue to make progress against the commitments made in our People Strategy and Strategic Workforce Plan workstreams and have also developed a programme deliver on the Independent Inquiry and Whistleblowing Culture Review recommendations. Our actions will continue to support the development of our organisational culture.

It remains important to businesses that we pay our bills promptly and in 2021/22, we continued to pay over 95% of **our invoices within 30 days**, and at 96.2% remain above our target of 95%.

Our **collection of Business Rates** showed a decrease for a second year to 89.98% in 2021/22 and is just below the target of 91% and may reflect the challenges affecting businesses due to Covid-19. We continue to support businesses that are still finding it challenging by promoting and applying all appropriate business reliefs and grants. Meanwhile **our collection of Council Tax**, at 96.77% in 2021/22, has improved compared to last year and is above the target 94.46%.

Whilst the **percentage of revenue spend placed with contracted suppliers** remains high, it has dipped slightly again this year to 91% and is below the target of 93% as we continue to experience challenges in **procuring goods and services from contracted suppliers** particularly in Health and Social Care. We have identified where we can improve which should improve our performance in 2022/23.

City of Edinburgh Council - Complaints Analysis

1 April 20201 – 31 March 2022



A Forward Looking Council



An Empowering Council

Introduction

This is the review of the Council's annual complaints performance for 2021-22.

Key headlines:

- Council services closed 6144 complaints during 2021-2022.
- 86% of closed complaints were concluded at Stage 1 (front line resolution).
- Council services responded to 27% of Stage 1 complaints, 61% of Stage 2 complaints, and 53% of escalated complaints within the Scottish Public Services Ombudsman (SPSO) timescales of 5 working days for stage 1 and 20 working days for Stage 2 and Escalated complaints during 2021 - 2022.
- Council services resolved, upheld, or partially upheld 78% of all complaints closed in 2021 - 2022.
- City of Edinburgh Council complaints referred to the SPSO over 2021 - 2022 increased slightly from the previous year. 36 referrals were received during this time. This is an increase of 4 from the 32 received in 2020 – 2021.
- A revised Model Complaints Handling Procedure developed by the SPSO was introduced on 1 April 2021. This included the introduction of revised processes and a new e-learning module.
- The Council's Corporate Complaints Management Group (CCMG) continues to share best practice and identify opportunities to improve complaints management within the Council, including the need to improve service delivery through learning from complaints.

Key headlines (continued):

- The Council closed 6144 complaints in the 2021 – 2022 reporting year. Although this is an increase from 2020 – 2021, it is below the level of complaints closed prior to the Pandemic. This trend is similar to other local councils who have also experienced a significant drop in complaints during the Pandemic, but numbers are starting to return to pre-pandemic levels. This does suggest a shift in citizen behaviour, rather than an increase in dissatisfaction with Council Services.

- The Council is an active member of the Local Authority Complaint Handlers Network (LACHN) where performance data is shared for benchmarking purposes. When comparing data from our LACHN family group, we are on par with the average response times for Stage 2 and escalated complaints, both within a 5% tolerance of the average for the group.

- Stage 1 complaint response times have significantly improved over the last year, with an average of 16 days to respond reducing to around 9 days. While further improvement is clearly needed, this is a welcome improvement and is likely indicative of the fact that staff with a complaints function are returning to their substantive duties following secondments to Covid-related duties.

- Ongoing work with the CCMG (and indeed CLT members) will see more drive to ensure complaints at stage 1 are handled on time, and steps taken to ensure our complaints handlers are using the recording systems appropriately to close off complaints timeously.

- In addition, we are currently developing improved complaints reporting techniques to enable high quality reporting on complaints performance on a quarterly basis in an attempt to quickly identify areas where improvement may be required alongside improved recording of where learning from complaints has been taken on board to drive service improvements.

Complaints closed during 2021 - 2022

6144

Place	Resources	C&F	EHSCP*	Chief Executive
Q1 – 983	Q1 – 273	Q1 – 120	Q1 - 29	Q1 – 5
Q2 – 1311	Q2 – 256	Q2 – 93	Q2 – 29	Q2 – 1
Q3 – 1124	Q3 – 234	Q3 – 145	Q3 – 23	Q3 – 1
Q4 - 1058	Q4 – 286	Q4 - 133	Q4 – 39	Q4 - 1

- The figures above provide information on the number of complaints which were processed and closed by Council services for each Quarter of 2021 - 2022. Overall, there was a 74% increase in the total number of complaints closed during 2021 - 2022 (6144 compared with 3,530 complaints closed in 2020-2021). This increase can largely be attributed to the recovery from Covid restrictions which had significantly impacted on the number and nature of complaints received by the Council during 2020 - 2021.
- During 2021 – 2022, over 7000 complaints were received by the Council (14.1 per 1000 of population). Over this same time period, 6144 complaints were closed. The remaining complaints not closed were either withdrawn, created in error, or were in progress at the time of reporting the data.
- 5261 (85.6%) of the total number of complaints closed were frontline resolutions (Stage 1), 791 (12.9%) were investigations (Stage 2), and 95 complaints (1.5%) were closed following escalation from Stage 1 to Stage 2

*EHSCP: Adult Social Work only

Complaints resolved, upheld or partially upheld during 2021 - 2022

4815

Place (4476)	Resources (1049)	C&F (491)	EHSCP* (120)	Chief Executive (8)
Resolved 1621	Resolved 4	Resolved 90	Resolved 34	Resolved 3
Upheld: 1711	Upheld: 526	Upheld: 70	Upheld: 18	Upheld: 2
Part upheld: 414	Part upheld: 126	Part upheld: 144	Part upheld: 46	Part upheld: 1
Not upheld: 730	Not upheld: 393	Not upheld: 181	Not upheld: 22	Not upheld: 2

- Following the implementation of the Council's revised Complaint Handling Procedure, a new complaint outcome of 'resolved' has been introduced for 2021-2022. This means that it is now possible to close a complaint under the classification of 'resolved' without a need to decide whether the complaint should be upheld or not. This outcome can be used where it's possible to quickly agree on an action that will meet the customer's needs.
- The figures above show the number of complaints resolved, upheld, and partially upheld, as well as those not upheld by Council services.
- Overall, the Council resolved, upheld or partially upheld 4815 complaints from a total of 6144 complaints closed in 2021 – 2022 (78%). This is an overall increase of 14% from the 64% of complaints which were upheld or partially upheld in 2020 – 2021, however it should be noted that the 2021 - 2022 figure does now include "resolved" complaints.

*EHSCP: Adult Social Work only

Performance against SPSO timescales

	Apr – Mar 2021	Jun – Sept 2021	Oct - Dec - 2021	Jan – Mar 2022	2021 - 2022
Place	29% (285/983)	30% (387/1311)	29% (322/1124)	33% (352/1058)	**30% (1346/4476)**
Resources	37% (100/273)	38% (96/256)	50% (116/234)	40% (114/286)	**41% (426/1049)**
C & F	53% (63/110)	54% (50/93)	57% (83/145)	49% (65/133)	**53%(261/491)**
EHSCP	38% (11/29)	31% (9/29)	26% (6/23)	36% (14/39)	**33% (40/120)**
Chief Executive	80% (4/5)	0% (0/1)	100% (1/1)	0% (0/1)	**63% (5/8)**

- The data in the table above reflects performance against the Stage 1 (5 working days) and Stage 2 (20 working days) timescales set out in the Council's Complaint Procedure. These are based on source data collected from Council recording systems and include any agreed extended timescales.
- When necessary, and with agreement of the customer, timescales can be extended at both Stages 1 and 2. Over the period, 335 (6%) extensions were agreed at Stage 1 and 123 (16%) extensions agreed at Stage 2.
- The Council answered 27% of Stage 1 complaints , 61% of Stage 2 complaints, and 53% of escalated complaints within time in 2021 - 2022

Performance against SPSO timescales

- Overall, the Council responded to 31% of all closed complaints within time in 2021 - 2022 - a significant decrease compared with 2020-2021 when 64% of closed complaints were responded to within timescales. Services providing the statistical information have attributed this performance to ongoing issues and diverted resources taken up with the Covid 19 pandemic issues during 2021 - 2022. Future Complaints Group meetings will reinforce the need to improve across the board and ensure relevant training opportunities are provided to complaints handlers.
- The average recorded period for providing a full response at Stage 1 was 9.6 days and 19.1 days at Stage 2. This is largely due to complaints not being closed on recording systems in good time. Services will continue to be remined of the need to close complaints promptly through the Corporate Complaints Group champions.
- While the figures provided for handling complaints within timescales are disappointing, some encouragement should be taken that improvements have been made over the last year where Stage 1 response times have improved, reducing from 16.1 days average to 9.6 days average, and Stage 2 average response days are now within the SPSO 20 working day guidelines. Through working with our Service leads and Executive Directors, we will strive to continue to make improvements moving forward.

Complaints during Covid

Impact of Covid on Council Complaints

The Coronavirus pandemic, and the Council's response to it, had a considerable impact on the number and nature of complaints received by the Council.

- Complaints across the board increased by 74% in 2021 - 2022 and are unlikely to have fully returned to pre-pandemic levels.
- Some of the factors that influenced the reduced number of complaints during the Covid Pandemic were Council decisions made in response to the pandemic. For example, not proceeding with debt recovery for a period; the temporary abolition of parking charges; and the short-term cessation of some collection services, such as garden waste and glass.
- The nature of complaints also changed as a result of different service delivery models. For example, schools received several complaints relating to their digital delivery and virtual learning.
- The need to prioritise resources in response to the pandemic had an impact on performance figures for some services. For example, Adult Social Care Services, had to use complaints staff in other areas of pandemic related work.
- The top three service areas receiving complaints continue to be Place, Waste and Cleansing, and Resources.

Complaints and referrals to the SPSO

- Once customers have had their complaint handled through Stage 1 and 2 of the Council's complaints process, they can take their concerns to the SPSO if they are unhappy with the way in which their complaint has been handled. The SPSO is the final stage for complaints about most Scottish public authorities.
- During 2021 - 2022, there were 36 referrals to the SPSO. These mostly concerned Place (15), Customer and Digital (5), and Schools and Lifelong Learning (4). Of the 36 referrals, two resulted in improvement decisions.
- The table below shows progress over time in relation to SPSO referrals and Decisions for Edinburgh City Council.

	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
Enquiries	36	32	129	133	162
Decisions	2	1	3	9	27

- the figures continue to indicate a continued trend of fewer complaints and referrals being taken to the SPSO about the Council. Given there was a 74% increase in the complaints handled by City of Edinburgh Council, the slight increase from 32 to 36 SPSO enquiries is relatively low by comparison.
- It is worth noting that SPSO have also been impacted due to the Covid pandemic, and their investigations are currently backlogged by around 11 months

Learning from Complaints

- A Key Performance Indicator from SPSO is centred around learning outcomes following the handling of complaints.

- Within the Health and Social Care Partnership, a complaint was received about a motion activated wrist alarm not activating when the client fell. The investigation found that whilst it was not possible to guarantee the equipment would detect all falls, it was important that clients and their families were made aware of this. As a result of the investigation, our equipment suppliers updated their written citizen alarm agreement to ensure that all relevant parties are now aware and informed of potential system limitations, particularly when carers or family members may not be present during the installation visit.
- In another case, action was taken when complaints were received in connection with decision-making by the Transport Allocation Group (TAG). A lack of clarity was identified about the types of shared transport available, and physical distancing guidelines when using transport. Practitioner guidance is now issued to workers as part of the invite to the TAG meeting, explaining areas to be discussed and helping practitioners prepare, so that a decision is more likely to be reached at the first meeting. A 'Frequently Asked Questions' document has also been developed, setting out expectations for practitioners attending the TAG and the process for arranging transport once agreed.

Learning from Complaints

- Within the Customer Contact Team, cognisance has been taken of services need to respond within the time frames so that complaints are dealt with as a priority and not followed up by the citizen, taking up valuable time unnecessarily.

  Where there are some complex complaints that require in-depth investigations, it is important to maintain communication with the customer and ensure they receive a holding letter/email advising them that their complaint is being investigated and is in hand.

  Within the Customer Contact Team, there has been an improvement in this over the last 12 months, and they will continue to work to make further improvements.

- Within Waste Services' Communal Bin Project, we have reviewed complaints received or escalated to Stage 2. As an outcome of this review, we have taken steps to improve communications as several residents had stated they were unaware of the proposals prior to the new bin hubs being implemented.

  In addition, the information we have provided on the Council's website has been reviewed and extended, and we have set up additional engagement events and written to residents to make them aware of the events.

Learning from Complaints

- Within Schools - we received several complaints relating to the length of time it was taking to respond to customers when they were reporting a change of address.

  As a result we now aim to respond to all submissions within 1 month and notify of a final decision on school placement by 31 May, in order that children will be able to attend any transitional activities at their new school.

Next Steps

- The Information Governance Unit and the Corporate Complaints Management Group will continue to promote the revised Complaint Handling Procedure to ensure appropriate levels of awareness and improved complaint handling across the organisation.
- The Council will strive to collect information on a quarterly basis about complaint outcomes to build public confidence and trust in the value of complaints and complaining, including the actions taken to improve services identified through learning outcomes from complaints.
- The Council will continue to contribute to the work of the Local Authority Complaint Handlers' Network to share best practice and benchmarking information to improve complaint handling and performance in Edinburgh.
- A revised and nationally agreed questionnaire will be introduced to assess customer satisfaction levels and inform improvements when required. Discussions with the Corporate Complaints Management group and Corporate Leadership Team will continue to identify best practice for implementing the survey.
- Discussions continue to take place about improved complaints recording and reporting which should (through time) provide improved and more consistent complaints data to inform service improvements.

For more information regarding Complaints please contact:

Information.compliance@edinburgh.gov.uk



A Forward Looking Council



An Empowering Council