

# **City of Edinburgh Council**

## **Assurance and Improvement Plan**

**2014–17**

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# Introduction

1. This Assurance and Improvement Plan (AIP) sets out the planned scrutiny activity in City of Edinburgh Council between April 2014 and March 2017. The AIP is based on a shared risk assessment undertaken by a local area network (LAN). There is a LAN for each council, comprising representatives of all the scrutiny bodies who engage with the council. The aim of the shared risk assessment process is to focus scrutiny activity where it is most needed and to determine the most proportionate scrutiny response over a three year period.
2. This is the fifth AIP for City of Edinburgh Council since the introduction of the shared risk assessment process.<sup>1</sup> It is the result of the shared risk assessment which began in October 2013. The process drew on evidence from a number of sources, including:
  - the annual report to the Controller of Audit and elected members for 2012/13 from the council's appointed external auditors
  - evidence gathered from Audit Scotland, Education Scotland, the Care Inspectorate and the Scottish Housing Regulator and Her Majesty's Inspectorate of Constabulary (HMICS) (including published inspection reports and other supporting evidence)
  - the Single Outcome Agreement (SOA) and associated development plan for the council area
  - the council's own performance data and self-evaluation evidence
  - analysis of data from the SOLACE/COSLA/Improvement Service Local Government Benchmarking Framework.<sup>2</sup>
3. The shared risk assessment process was reviewed in 2013, in the context of a significantly changed scrutiny landscape and the evolving public service reform agenda.<sup>3</sup> Based on the findings of the review, this year's shared risk assessment focused on identifying the council's current position in implementing the Scottish Government's reform agenda. It also placed more emphasis on scrutiny risk in relation to the council's improvement and transformation agenda. This change in approach is reflected in the structure of the AIP for 2014-17, which covers four areas:
  - local priorities and public service reform
  - corporate assessment
  - service performance
  - improving and transforming public services/public performance reporting.

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<sup>1</sup> Assurance and Improvement Plans for each council since 2010 are available on the Audit Scotland website: <http://www.audit-scotland.gov.uk/work/scrutiny/aip.php>

<sup>2</sup> The indicators used in the framework can be found on the Improvement Service website: <http://www.improvementservice.org.uk/benchmarking/>

<sup>3</sup> The review of the shared risk assessment process was one of four work streams taken forward by the Strategic Group for Local Government Scrutiny Co-ordination during 2013.

4. Scrutiny risk is assessed against the following criteria:
  - No scrutiny required - there are no significant concerns, so no scrutiny work is necessary.
  - Scrutiny required - there are concerns about performance, services or outcomes, resulting in the need for scrutiny work. This is a standard category used in AIPs. It includes situations where work is planned as a result of previous scrutiny activity eg where the Accounts Commission has requested a progress report on Best Value, as is the case at City of Edinburgh Council.
  - Further information required - there is insufficient information to reach a judgement about performance.
5. The National Scrutiny Plan for 2014/15 is available on the Audit Scotland website. It provides a summary of planned scrutiny activity across all councils in Scotland, based on the AIPs for each council.

# Summary

6. Over the past year City of Edinburgh Council has continued to drive improvement through its governance review and transformation programme. This is a challenging programme that brings together the council's existing change initiatives.
7. The Edinburgh Partnership developed a revised SOA for 2013-2016 outlining the agreed outcomes, indicators and priority actions to be delivered in this period. The plan has four high level outcomes, the delivery of which will be supported by the monitoring the delivery of associated local outcomes. A joint approach to health and social care integration has been established between NHS Lothian and the four councils within its geographical area, including Edinburgh, with transition to the new Shadow Health & Social Care Partnership (HSCP) arrangements underway.
8. Following the scrutiny activity in 2012/13, including a Best Value audit by Audit Scotland, an inspection of children's services by the Care Inspectorate and an inspection of homelessness services by the Scottish Housing Regulator (SHR), the previous AIP concluded that no specific scrutiny would be required in 2013/14 as a result of the shared risk assessment process.
9. The LAN's overall view is that the council is making progress and taking action to manage the challenges and risks that it faces. A key challenge for the council going forward will be to address an identified funding gap of £120 million over the next four financial years.
10. The Care Inspectorate, in partnership with the Association of Directors of Social Work and the Risk Management Authority, is undertaking supported self-evaluation activity to assess the initial impact of the introduction of the assessment and case planning instrument LS/CMI across Scotland's criminal justice social work services. This activity started in June 2013 and will conclude with the publication of a national report in April 2014.

## Planned scrutiny activity

11. The Best Value audit report was published in May 2013. In its findings the Accounts Commission acknowledged a range of improvements since the previous Best Value audit in 2007. The Commission also concluded that the council showed a good understanding of the challenges it faces, which are substantial and include significant budget reductions.
12. The Commission requested a report on progress during 2014/15. The follow-up work will focus on areas where, at the time of the Best Value audit in 2012/13, it was too early to assess fully the effectiveness of actions taken or proposed. Planned scrutiny as part of the follow-up Best Value audit work is reflected as 'scrutiny required' in the LAN's risk assessment. Two areas have been assessed as "Further information required" ie leadership and direction (in relation to the improvement programme) and ICT management (in relation to the transformation programme). The LAN will consider developments in these areas during the follow-up Best Value audit work.

13. Education Scotland will be reviewing the quality of Careers Information Advice and Guidance services delivered by Skills Development Scotland across all council areas over the next three years.
14. There is some non-risk based scrutiny activity planned across councils in 2014/15, but where scrutiny bodies are yet to determine which specific council areas will be included. This includes the following:
  - The SHR recently carried out a thematic inquiry into the outcomes that councils are achieving by delivering housing options and prevention of homelessness services. A sample of councils were selected to take part in this as case studies. The findings from this work could potentially lead to further engagement with some councils. The SHR will carry out further thematic inquiries between 2014/15 and 2015/16. If a council is to be involved in a thematic inquiry the SHR will confirm this with the council and the appropriate LAN lead.
  - HMICS will be inspecting local policing across Scotland over the next three years. This will examine, amongst other things, local scrutiny and engagement between Police Scotland and councils. The geographic areas to be inspected during 2014-15 have yet to be determined.
  - Education Scotland will continue to engage with councils for the purpose of validated self-evaluation (VSE). The scheduling of VSEs will be arranged by negotiation between Education Scotland and individual councils.
  - Education Scotland will be working in partnership with councils to carry out self-evaluation of education psychology services over a two year period beginning in 2014/15.
15. Audit Scotland will follow up two national studies at a local level during 2014. This will involve a targeted review of *Arm's-length external organisations (ALEOs): are you getting it right?* (June 2011) in April 2014 and *Major capital investment in councils* (March 2013) in June 2014 (stage 1) and November 2014 (stage 2). Audit Scotland will also carry out a programme of performance audits during the period of this AIP that will involve work with councils. The performance audit programme for 2014/15 is available at <http://www.audit-scotland.gov.uk/work/forwardwork.php?year=2014>.
16. Scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively will continue as planned. The individual audit and inspection agencies will also continue to monitor developments in key areas of council activity and will provide support and challenge as appropriate. This will also help to inform future assessment of scrutiny risk.
17. A timetable for the planned audit and inspection activity in City of Edinburgh Council between April 2014 and March 2017 is at [Appendix 1](#).

# Local priorities and public service reform

18. Local councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda. The Scottish Government's reform agenda emphasises the importance of place, people, partnership, prevention and performance in public services. This year's shared risk assessment identified the council's current position in implementing the Scottish Government's reform agenda, specifically in relation to:
- community planning and new Single Outcome Agreements
  - police and fire oversight arrangements (following the introduction of new national police and fire services)
  - health and social care integration
  - welfare reform.

## Community planning and Single Outcome Agreements

19. Against a backdrop of major public sector reform and a drive to deliver better outcomes in communities, the community planning partners in the Edinburgh Partnership held a summit meeting in October 2012. This identified three areas of focus for their approach to partnership working going forward: workforce and leadership development; co-production and the development of co-operative approaches; and developing preventative approaches.
20. The Edinburgh Partnership developed a revised SOA for 2013-2016, outlining the agreed outcomes, indicators and priority actions to be delivered through the period of the plan. The areas of focus arising from the summit have influenced the priority actions identified. The SOA and associated development plan were agreed by the Scottish Government and Leader of Edinburgh Council in July 2013.
21. The SOA sets out four high level outcomes, which encompass the national priorities set out in Scottish Government guidance:
- Edinburgh's economy delivers increased investment, jobs and opportunities for all.
  - Edinburgh's citizens experience improved health and well-being with reduced inequalities in health.
  - Edinburgh's children and young people enjoy their childhood and fulfil their potential.
  - Edinburgh's communities are safer and have improved physical and social fabric.
22. A family of partnerships is used to provide a collective response to improving the social and economic wellbeing of the city. Five strategic partnerships are primarily accountable for the delivery of the identified strategic outcomes. These strategic partnerships are supported by a

number of cross-cutting partnerships and initiatives, alongside 12 neighbourhood partnerships.

23. A number of key improvement actions for the Edinburgh Partnership going forward have been identified, including:
- developing a programme of capacity building
  - promoting transformational service change
  - developing preventative approaches across all strategic priorities in the community plan
  - renewing the focus on neighbourhoods
  - extrapolating and disseminating learning from the "Total Place" pilots with communities experiencing poorer outcomes
  - rationalising the performance framework to focus on fewer indicators and more precisely stated targets, with greater consistency across the Partnership's strategic priority outcomes.
24. Improvement actions are currently being embedded into the Partnership Development and Improvement Plan, and future performance will be monitored and reported to the Partnership Board.

## Police and fire

25. Each of the 14 territorial policing divisions is in the process of consulting with communities on the content and priorities for the policing plan 2014 to 2017. That process will include local authorities who will give final approval of plans.
26. City of Edinburgh Council operated an interim Police and Fire Committee from 1 April 2013. The committee met monthly to consider both performance and themed reports. The council has now approved the establishment of a Police and Fire Scrutiny Committee, which met for the first time in January 2014.
27. Her Majesty's Inspectorate of Constabulary for Scotland (HMICS) conducted a thematic inspection of the new arrangements for local scrutiny in 2013 and believes that the new arrangements for local scrutiny and engagement require more time to bed in and it is therefore too early to assess the effectiveness of these arrangements.
28. In relation to the wider issue of the delivery of community safety, HMICS has seen no significant changes to partnership arrangements since the creation of a single police service model for Scotland. HMICS is considering community safety as a possible area of focus within its 2014-17 work plan.
29. Similarly fire reform is still at an early stage and HM Fire Service Inspectorate (HMFSI) has not as yet undertaken any detailed examination of the way in which community safety and engagement (CSE) activities are delivered across local authority areas in Scotland.
30. Recently HMFSI concluded its initial inspection *An Overview of the Scottish Fire and Rescue Service (SFRS)*, which aimed to provide an insight, at this early stage, into the direction of



travel of the new service. HMFSI noted that the new service had established its structure of Local Senior Officers (LSOs) who have responsibility for overseeing partnership working with local authorities in the delivery of CSE at a local level. Seventeen LSOs have been appointed across Scotland (some of whom are responsible for more than one local authority area) and HMFSI are of the opinion that they are clearly sighted on their responsibilities in relation to local planning and are keen to make local partnerships work in an effort to optimise community outcomes.

31. The nature of fire service performance reporting both pre-and post-reform means that the fire service culture is well used to focusing on outcomes as the relevant measure of the success of interventions, and data on fire outcomes has been collected for many years. It is apparent that at a local level, partnership working has improved the targeting of CSE resources to those sections of the community where it is most likely to pay dividends and this trend will hopefully continue as the new national service is able to draw on information about how local arrangements function across the country.
32. To date HMFSI's focus has been more national than local at this stage of the SFRS's existence. It is HMFSI's view that it is too early to be able to identify with confidence any 'standout' issues particularly at a local level.

## Health and social care integration

33. Arrangements for the integration of health and social care are progressing steadily. The council's director of health and social care is jointly employed by the council and NHS Lothian, ensuring there is alignment of reform across the health and social care services.
34. A joint approach to health and social care integration has been established between the chief executives of NHS Lothian and the City of Edinburgh Council. Edinburgh currently has a Community Health Partnership which will be superseded by the new partnership once legislation is in place. In the meantime the shadow Health and Social Care Partnership has been established to ensure there is well established governance and minimum disruption when it is time to move to the new arrangements.
35. The current position in relation to the City of Edinburgh Health and Social Care Partnership is that:
  - shadow board arrangements have been in place since November 2012, with the shadow Partnership formally established from 1 April 2013
  - a body corporate model has been agreed
  - the existing Joint Health and Social Care Director is acting as the Jointly Accountable Officer
  - the scope of the new Partnership is likely to include existing CHP services along with all adult social care services and the Royal Edinburgh and associated services.

## Welfare reform

36. Audit Scotland's Welfare Reform Update report (published May 2013) looks at the impact that the government's reforms will have on councils and the public. The report looked to identify how the council is assessing the risk from welfare reforms; how they are planning for welfare reform; and how they included welfare reform in discussions with community planning partners.
37. The council has assessed welfare reform as a medium impact risk. The council established a Welfare Reform Working Group (WRWG) in August 2012, chaired by the Health and Social Care Convenor, which includes elected members and representatives from Corporate and Transactional Services, Services for Communities, registered social landlords and tenants. The role of the working group is to monitor the implementation and impact of various benefits changes and to contribute to consideration of further measures to support tenants.
38. In addition to the WRWG, there is also a Welfare Reform Strategic Planning Group, chaired by the Welfare Reform Manager, which provides the council and the Corporate Welfare Reform project with advice and guidance in response to the changes required by the Welfare Reform Act 2012.
39. The council's Corporate Policy and Strategy Committee continue to receive regular reports on the impact of welfare reform on communities and services. The council has also updated the Edinburgh Partnership Board on welfare reform issues through a recent present to the Edinburgh Poverty and Inequalities Theme group.
40. Internal audit undertook a review on the council's welfare reform arrangements in June 2013, and concluded that engagement and governance arrangements were being managed satisfactorily.

# Corporate assessment

41. The following table provides an assessment of scrutiny risk relating to the council's management arrangements (including how it is meeting its Best Value obligations).<sup>4</sup>

Area	Risk assessment	Current position	What we plan to do
<p><b>Leadership and direction</b></p> <p>How the council's vision is designed around its knowledge of its local communities and how this is translated throughout all the council's plans and strategies.</p>	Further information required	<p>This area has been identified for scrutiny as part of the follow-up of the 2012/13 Best Value (BV) audit.</p> <p>The BV audit concluded the council has effective political and managerial leadership that sets a clear vision of what it wants to achieve and focuses on improving outcomes for people. Committee structures support council priorities and there is a strong scrutiny of budgets. However, at the time of the BV audit, it was too early to assess how effectively this corporate vision has been embedded within the council.</p>	BV audit follow-up, focusing on leadership and direction through the improvement programme
<p><b>Governance and accountability</b></p> <p>Whether governance arrangements are working effectively and whether good</p>	Scrutiny required	<p>This area has been identified for scrutiny as part of the follow-up of the 2012/13 Best Value audit.</p> <p>The council undertook an extensive review of its governance arrangements in 2012/13 and made a number of key changes, including revisions to committee structures and scrutiny arrangements. These revisions were designed to improve overall</p>	BV audit follow-up, focusing on the effectiveness of the revised scrutiny arrangements

<sup>4</sup> The Local Government in Scotland Act 2003. Best Value Guidance, Scottish Executive, 2004.

Area	Risk assessment	Current position	What we plan to do
governance underpins council decisions and supports performance improvement.		<p>decision-making, accountability and oversight within the council.</p> <p>At the time of the BV audit, it was too early to assess the effectiveness of the revised governance arrangements in supporting engagement, transparency and scrutiny in the council.</p> <p>The council has a significant interest in, or provides significant funding to a large number of companies. Over the last year, it has made a number of changes to strengthen existing governance arrangements, as well as rationalising the structure of some arms length companies. We will review these arrangements as part of the follow up of Audit Scotland's national report on ALEOs.</p>	
<p><b>Community engagement and empowerment</b></p> <p>Whether the council is giving local people a greater say in local budget decisions and giving communities a right to challenge local public service delivery.</p>	No scrutiny required	<p>The 2012/13 BV audit highlighted the council has well developed arrangements for consulting with local people and users of services, the results of which are used to inform service improvements.</p> <p>A new Corporate Consultation Framework has been developed to support staff in the design, implementation and evaluation of consultation activities, and is due to be rolled out during 2014.</p> <p>Twelve neighbourhood partnerships have been established based on multi-member wards, and these act increasingly as a focus for local community engagement.</p> <p>The council's budget setting process, which uses a variety of engagement methods to interact with stakeholders, has been revised to extend the period of stakeholder consultation.</p>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
<p><b>Financial management</b></p> <p>How effectively the council is planning and managing its budgets.</p>	<p>Scrutiny required</p>	<p>This area has been identified for scrutiny as part of the follow-up of the 2012/13 Best Value audit.</p> <p>The council has good financial planning arrangements however they face a funding gap of £120 million over the next four years. Plans have been developed to address this, but they will require some stark choices to be made, and are also heavily reliant on driving out efficiencies through procurement. At the time of the BV audit, it was too early to assess whether the council was likely to achieve savings plans.</p> <p>The council intends to build on the thematic approach underpinning the development of budget proposals for 2014/15. A formal programme (BOLD) has been established to undertake a comprehensive review across all current areas of council spend, assessing the extent to which the existing allocation of resources is aligned to delivery of council and partner and key targeted outcomes. A programme board of senior officers has been established, with political oversight being provided by a member officer working group.</p>	<p>BV audit follow-up, focusing on delivery of financial savings plans, and development of medium term financial plan</p>
<p><b>People management</b></p> <p>The effectiveness of the council's workforce planning and management arrangements.</p>	<p>Scrutiny required</p>	<p>This area has been identified for scrutiny as part of the follow-up of the 2012/13 Best Value audit.</p> <p>Although the council has a number of elements of workforce planning and management in place, the BV audit identified that these have not been brought together effectively at council-wide level. This limits the council's ability to understand the skills profile of the workforce and plan future staff needs on a strategic basis. A</p>	<p>BV audit follow-up, focusing on the implementation of the organisational development strategy.</p>

Area	Risk assessment	Current position	What we plan to do
		new organisational development strategy is being developed by the council.	
<p><b>Asset management</b></p> <p>The council's arrangements for managing assets and how this key resource is used to support effective service delivery.</p>	No scrutiny required	<p>The council has an extensive capital investment programme, and has made significant investment in asset infrastructure in recent years, including trams and the schools estate. Capital programme slippage of £32 million in 2012/13, representing around 9% of programmed expenditure, has improved from the previous year position of over 20% slippage.</p> <p>An updated capital investment programme has been developed covering the next four years, with an indicative capital plan covering the period to 2024. The council is also due to update the 2014/15 asset management works programme, and this will be reviewed as part of the local audit work in 2014.</p>	No specific scrutiny activity
<p><b>Procurement</b></p> <p>How effectively corporate procurement contributes to the council maximising value for money in the goods and services it uses to deliver its services.</p>	Scrutiny required	<p>This area has been identified for scrutiny as part of the follow-up of the 2012/13 Best Value audit.</p> <p>The council have identified a funding gap of £120 million over the next four financial years. Plans to address this are heavily reliant on the delivering recurring efficiencies through the procurement process. In 2012/13 the council commenced a procurement transformation project, aimed at realising a further £149 million in procurement savings over a five year period. Of this amount, £9 million of savings are anticipated in 2013/14, although reporting to date indicates this will be challenging to deliver, in addition to procurement savings already included in service budgets.</p> <p>The council's Procurement Capability Assessment (PCA) score in</p>	BV audit follow-up, focusing on the implementation of the procurement transformation project, and delivery of savings plans.

Area	Risk assessment	Current position	What we plan to do
		2013 was 59% which is above the national average. This is an improvement on the 2012 score of 51%.	
<b>Risk management</b> The effectiveness of the council's arrangements for identifying, managing and mitigating risks and how its management of risk contributes to the successful delivery of public services.	No scrutiny required	The council has continued to develop its risk management arrangements, including updating its risk management policy and strategy in 2012/13. PriceWaterhouse Coopers were appointed as co-source partners in the delivery of risk management services in November 2012, and have been managing this alongside their internal audit co-source arrangements over the last year. Risk management is now an integral part of the Governance, Risk and Best Value Committee meeting cycle. We will continue to monitor developments in this area as part of the local audit.	No specific scrutiny activity
<b>Information management</b> The effectiveness of the council's arrangements for managing information as a key resource in delivering services.	Further information required	The BV audit highlighted the council's awareness of the need for ICT improvements. In February 2013 the council approved the ICT and Digital Transformation Programme. The programme consists of ten related projects, including the development of an ICT strategy for the city, and improved ICT governance arrangements across the council. The majority of the projects are expected to be completed in 2014. Work is ongoing on the re-procurement of the current outsourced IT contract, with the transition anticipated in 2016.	BV audit follow-up, focusing on management of the ICT transformation programme
<b>Joint working</b> Progress with any significant shared	No scrutiny required	The BV audit highlighted that partnership working is well established between the council and its partners, with a shared vision and sense of purpose. Community engagement on decisions around local priorities and services is good, although the	No specific scrutiny activity planned

Area	Risk assessment	Current position	What we plan to do
services initiatives, in particular in relation to governance or pace of implementation.		report did emphasise the need to ensure the Edinburgh Partnership Board is clear about its role in the community planning structure.	
<b>Efficiency</b> How effectively the council is improving its efficiency in response to the budget challenges being faced.	Scrutiny required	The council has identified savings options to address the estimated funding gap of £120 million over the next four years. As noted elsewhere, these options rely heavily on delivering efficiencies in the procurement process.	BV audit follow-up focusing on efficiencies and delivery of savings plans
<b>Equalities</b> Whether the council is providing effective leadership of equalities and is meeting its statutory obligations.	No scrutiny required	<p>The council is proactive in promoting the equality agenda and is well placed to mainstream equality within everyday work.</p> <p>The BV audit highlighted the council and its partners have a clear ambition to tackle inequalities. The council has sound arrangements in place and has taken action to embed equalities throughout its services. In June 2012, the council approved a 'Framework to advance Equality and Rights 2012/2017' which set out action being taken to meet the requirements of the Equality Act 2010, human rights legislation and conventions, including children's rights, and activity to tackle elements of poverty and inequality.</p> <p>Progress against timescales was reported to the Communities and Neighbourhood Committee in May 2013. The council has embarked on number of initiatives and actions as part of the</p>	No specific scrutiny activity



Area	Risk assessment	Current position	What we plan to do
		<p>development of its framework including:</p> <ul style="list-style-type: none"><li>• Improving evidence gathering and analysis on equality and rights across council system.</li><li>• A set of equality and rights outcomes and mainstreaming actions has been developed and aligned to the council's strategic outcomes.</li><li>• All committee reports include a paragraph on equalities and rights impact of the report.</li><li>• A new approach to equalities impact assessment has been piloted within the council.</li></ul>	

# Service performance

42. The following table provides an assessment of scrutiny risk relating to the performance of the council's main inspected public services (education, social care services and housing) and non-inspected services (eg corporate services, culture and leisure services, environmental services).

Area	Risk assessment	Current position	What we plan to do
<p><b>Education</b> The quality of local education services and the resulting outcomes (including early years).</p>	<p>No scrutiny required</p>	<p>Education Scotland inspections over 2013 have highlighted a positive picture overall of the quality of education in the City of Edinburgh Council schools and centres. The Early Years Collaborative is making steady progress across the main workstreams. Community Learning and Development partnerships continue to perform well across the city. The 'Edinburgh Guarantee' initiative has led to considerable improvement in the number of young people moving on to positive destinations.</p> <p>Over 2013, all early years and primary school inspections were positive in terms of the national performance framework and included a number of evaluations of 'excellent', most notably in the more socially challenged areas of the city. Two of the three secondary school inspections over 2012 and 2013 were positive. However, performance across the city remains variable. The council has developed a more consistent approach to supporting and challenging schools and centres in a bid to address this.</p> <p>Overall, attainment levels present a positive and improving picture. In 2013, by the end of S5 and S6, performance in national examinations was above the comparator averages at all key measures. By the end of S4,</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>performance was above the national and comparator averages in three out of the five key measures. In the remaining two, performance indicated improvement. However, there is considerable variation in performance between individual schools. The challenge for the council is to continue to support all schools to achieve more.</p> <p>Education Scotland will continue to work with the council and monitor progress with Curriculum for Excellence, particularly in the special school sector. The continuing development of Curriculum for Excellence in schools and centres is an agreed area of focus in Education Scotland's Partnership Agreement with the council for 2013/14.</p>	
<p><b>Social care services</b> The quality of local social work and care services and the resulting outcomes (including adult care, older peoples services, learning disability services, criminal justice services, mental health services, children and families).</p>	<p>No scrutiny required</p>	<p>There is an improving picture in the quality of social care services in the council.</p> <p>The 2013 Care Inspectorate report on services for children and young people highlighted the strong commitment from staff and partnership working with health education staff. The partners are making steady improvements in the wellbeing of children and young people, and the implementation of <i>Getting it Right</i> is assisting staff to provide help and support quickly to prevent difficulties escalating. Overall the quality of risk assessments is sound and leads to effective plans for managing identified risks. The report noted encouraging trends in reducing outcome gaps for those whose life chances are at risk.</p> <p>The report highlighted some improvement areas, including</p> <ul style="list-style-type: none"> <li>• improving and extending early stage help and support</li> <li>• improving planning to meet needs so that children and young people</li> </ul>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>experience long-lasting</p> <ul style="list-style-type: none"> <li>• implementing more systematic and joint approaches to quality assurance and self-evaluation</li> <li>• continuing to reduce outcome gaps for children and young people whose life chances are at risk</li> <li>• placing a stronger focus on achieving speedier improvement for the most vulnerable.</li> </ul> <p>Actions to address these areas have been built into the partnership's improvement plan, and the Care Inspectorate will continue to monitor progress in implementation.</p> <p>In adult services there is a mix of performance data across areas:</p> <ul style="list-style-type: none"> <li>• those receiving Direct Payments and Self Directed Support (SDS) are well above the national average</li> <li>• the council was ranked 17 out of 32 local authorities in the total number of hour of home care they provided for people over 65 in 2012</li> <li>• the number of respite weeks for older people in 2012/13 was near the national average, but well below the average for overnight respite</li> <li>• delayed discharges are improving, with a figure of 1.8 per 10,000 in July 2013 against a national figure of 1.2 per 10,000.</li> </ul> <p>Practice in protecting people within the council area is good. The council has, for example, initiated an innovative regular multi-agency system to monitor the care of older people in care homes across the city both their own services and those they commission.</p>	

Area	Risk assessment	Current position	What we plan to do
<p><b>Housing and homelessness</b></p> <p>The quality of housing and homeless services and the resulting outcomes.</p>	<p>No scrutiny required</p>	<p>Performance and outcomes in some housing services are good and better than the national average.</p> <ul style="list-style-type: none"> <li>• tenancy sustainment has improved over the last three years and is consistently above the national average</li> <li>• the time taken to re-let both low-demand and in-demand properties is below the national average</li> <li>• the percentage of rent loss during the year due to empty properties (0.5% in 2012/13) has been half the national average rate for the last three years</li> <li>• housing stock quality, including the assessment of properties which are energy efficient and have modern facilities, is above the national average and continues to improve.</li> </ul> <p>However, the council needs to improve performance in other areas.</p> <ul style="list-style-type: none"> <li>• Although gross arrears have been below the national average over the last 3 years, current tenant net arrears increased by 2.2% in 2012 and at 7.4% are above the national average.</li> <li>• Overall completion of housing repairs in line with targets has decreased slightly but is in line with the national average. However the percentage of 1st priority repairs completed within target has decreased and is 10% below the national average.</li> </ul> <p>The homelessness indicators present a mixed picture, and highlight a number of pressures on council services. While the percentages of Not Homeless and Lost Contact decisions, along with Intentionally Homeless decisions are consistently below the national averages, the percentage of</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>priority Unintentional decisions is rising and has been above the national average for the last three years. In addition, the council's use of bed and breakfast accommodation is double the national average, and the percentage of lets made by RSLs has reduced and is significantly below the national figure. The council is taking forward improvements recommended by SHR arising out of the 2012 inspection of homelessness services. SHR will be following up the council's progress in implementing improvements as part of its ongoing engagement with the council.</p>	
<p><b>Non-regulated services</b> Particular strengths and challenges in the range of non-regulated services provided by the council, and any significant changes to performance.</p>	<p>No scrutiny required</p>	<p>Performance in non-regulated service areas, as will other local authorities, varies across service areas. The following narrative highlights higher performing areas along with those where performance could be improved. There are no areas where the LAN feels performance levels are of sufficient concern to require specific scrutiny activity.</p> <p><b>Cultural and (Community) Leisure Services</b></p> <p>Attendances at swimming pools and museums continue to increase and are in the top quartile across Scotland. Visits to libraries have also increased significantly over the past three years, and the council now lies just below the national average. However, attendances at other indoor sports and leisure facilities are well below the national average, with the council ranked 26 of 32 in 2012/13.</p> <p>Cost per attendance at sports facilities, museums, and parks and open spaces are all below the national average.</p> <p><b>Development, Environmental and Protective Services</b></p> <p>The council performs well in terms of the time taken to deal with major</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>applications, consumer complaints, and business requests. However there is scope for improvement when dealing with aspects of noise complaints, and the costs associated with trading standards and environmental health, whilst reducing, still remain well above the national average.</p> <p><b>Roads and Lighting</b></p> <p>The percentage of the road work that should be considered for maintenance treatment improved slightly in 2012/13 and remains below the national average, with the council ranked 14 of 32. However the costs associated with road maintenance and street cleaning, whilst reducing, remain well above the national averages.</p> <p><b>Waste Management</b></p> <p>The net cost of refuse collection has fluctuated in recent years, and is currently above the national average. Disposal costs have increased over the last three years, but are still below the national average, with the council ranked 7 of 32. The overall cleanliness index has remained stable at 71 over the past year, close to the national average of 75.</p>	

# Improving and transforming public services/public performance reporting

43. The following table provides an assessment of scrutiny risk relating to how the council is improving and/or transforming public services, and the extent to which it is meeting its public performance reporting obligations under the Local Government in Scotland Act 2003.

Area	Risk assessment	Current position	What we plan to do
<p><b>Improving and transforming public services</b></p> <p>The council's arrangements for continuing to deliver services with reducing resources and growing demand, and what impact this is having on service outcomes.</p>	Scrutiny required	<p>The council continues to drive improvement through its governance review and transformation programme. The BV audit highlighted the council demonstrates a strong awareness of where it needs to improve, which is reflected in its improvement programme. However, at the time of the BV audit, it was too early to assess the effectiveness of programme in delivering the intended outcomes.</p> <p>The council commenced a governance review in late 2012, focusing on operational, strategic and programme governance. A transformation programme was developed, bringing together existing council change initiatives. A road map has been developed for a step change approach over a five-year period to ensure there is capability in-house to enable and drive successful delivery. A Corporate Programme Office has been established and leads on programme governance, to ensure visible benefits tracking and successful delivery of outcomes. A themed approach has been adopted to ensure a strategic, cross-cutting focus on change rather than individual service led initiatives.</p> <p>Improvement plans are developed as part of individual workstreams, and</p>	BV audit follow-up, focusing on the extent to which the council can demonstrate improvement.



Area	Risk assessment	Current position	What we plan to do
		<p>regular project updates are provided to project sponsor groups and committees on achievement of anticipate benefits.</p> <p>The council has a Corporate Performance Framework aligned to the council's Strategic Outcomes, Capital Coalition Pledges and the Single Outcome Agreement.</p> <p>Following a review of the political management arrangements in October 2013, a number of changes were approved to the performance management arrangements set out in the framework, including:</p> <ul style="list-style-type: none"> <li>• Performance monitoring, review and scrutiny is now led by Executive Committees on a bi-annual basis, with oversight by the Corporate Policy and Strategy Committee.</li> <li>• Reports will provide additional analysis including electronic dashboard reporting for drill-down capability.</li> </ul> <p>The council also uses strategy mapping to ensure measures are delivering on objectives and longer term outcomes.</p>	
<p><b>Public performance reporting (PPR)</b></p> <p>The progress that is being made by councils in meeting their PPR obligations.</p>	<p>No scrutiny required</p>	<p>The council produces a good annual public performance report. The report brings together information on financial performance, progress against outcomes and information from customer satisfaction and scrutiny activity. It also has a performance page on its website that provides links to performance reports, financial reports and survey findings. The council uses benchmarking in its public performance report and in other reports such as its statutory performance indicator report. It uses family groupings to compare its position with other councils. It also uses customer satisfaction information as part of its performance measures, both at service and council-wide level.</p>	<p>No specific scrutiny required</p>

# Appendix 1: Scrutiny plan

CITY OF EDINBURGH COUNCIL		2014/15											
Scrutiny activity year 1	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Best Value audit follow-up		X	X										
<b>National or supported self-evaluation work year 1</b>													
Audit Scotland - follow-up of Audit Scotland national report, <i>Arm's length external organisations (ALEOs): are you getting it right?</i>		X											
Audit Scotland - follow-up of Audit Scotland nation report, <i>Major capital investment in councils</i>			X					X					

CITY OF EDINBURGH COUNCIL		2015/16											
Scrutiny activity year 2	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
<b>National or supported self-evaluation work year 2</b>													

CITY OF EDINBURGH COUNCIL 2016/17	
Indicative scrutiny activity for third year	Potential scrutiny bodies involved

**Note:** The focus of the AIP is strategic scrutiny activity - that is, scrutiny activity which is focused at a corporate or whole-service level. However, there will also be baseline scrutiny activity ongoing at a unit level throughout the period of the AIP, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. The annual audit of local government also comprises part of the baseline activity for all councils and this includes work necessary to complete the audit of housing benefit and council tax benefit arrangements. Education Scotland, through the area lead officer, will continue to support and challenge education services regularly and as appropriate. The Care Inspectorate will continue to regulate care services and inspect social work services in accordance their responsibilities under the Public Services Reform (Scotland) Act 2010.

The Scottish Housing Regulator recently carried out a thematic inquiry into the outcomes that councils are achieving by delivering Housing Options and Prevention of Homelessness services. A sample of councils were selected to take part in this as case studies. The findings from this work could potentially lead to further engagement for some councils. The Scottish Housing Regulator will carry out further thematic inquiries between 2014/15 and 2015/16. Councils may be part of these thematic inquiries. If a council is to be involved in a thematic inquiry the Scottish Housing Regulator will confirm this with the council and the appropriate LAN lead.