

Change strategy

2019 – 2023



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1. Introduction

In Autumn 2017, we launched a new Programme for the Capital setting out 52 commitments this Administration will deliver to ensure everyone in Edinburgh is able to benefit from the city's success. Over the last 18 months the Council and the city have made significant strides towards delivering these commitments. Despite this progress, however, much remains to be done if we are to respond to both the changing needs of the city and the increasing financial challenges we face.

The final budget settlement we will receive for 2019-20 is yet to be determined by Parliament, but we already have a good indication that we will need to save up to £41 million next year, and around £147 million over the next four years. These are higher figures than we originally anticipated, and higher than those included in our Change Strategy consultation document: Planning for Change and Delivering Services, which we issued last August.

Within this context, it is important that over the next four years we, and the city, are clear and focused on delivering the priorities that are key to helping us meet our objectives. We need to:

- reinforce and restate the Council's continued focus on delivering all 52 of the commitments set out in the Programme for the Capital by 2022
- describe the steps we are taking to deliver a blue print for how the Council needs to change over the coming years in response to the evolving needs of our city
- set out the key priorities the Council will focus on delivering during 2019/20 and beyond.

To do this, have been developing a long-term strategy focused on three key objectives for the next four years. This plan will focus on ensuring that:

- we drive improvements to deliver the high-quality services that our citizens expect and deserve
- investment is targeted on prevention and early intervention to reduce long-term reliance on our services and allow citizens to lead active, independent lives
- the growth of this city is sustainable and inclusive.

The steps we will take over the next four years represent an ambitious and necessary programme of work to make a real difference to the lives of people across Edinburgh. They speak to the challenges we face now, but also to our vision of the Edinburgh we want to see. Our aim throughout this is to ensure that Edinburgh remains a successful, welcoming, and caring city in which every resident and every community can enjoy the great quality of life they expect from Scotland's capital.

2. The need for change

In 2021, it is forecast that the number of people aged 65 and over will overtake the number of people aged under 18. By 2023 there will be 4,000 more children in our schools than there are today, and our total population will have increased by 23,000 people.

We need to be prepared to support more children in our schools, while at the same time look after an ageing population who will need support from the Council and NHS alike. We need to make sure that the city continues to be open, progressive, and forward-thinking so that everyone can share in the benefits. To do this we need to be a modern organisation focused on efficient and effective delivery of our public services. We cannot continue to do things the same way we always have, we need to change and improve.

Why do we need to make budget savings over the next four years?

We have already saved over £240 million since 2012, but there are further demands and rising public expectations pressures on our budget. In 2018/19, our revenue budget was almost £1 billion. This included spending of over £430 million on education and children's social services, £196 million on adult social care, older people's and disability services in partnership with NHS Lothian, through our role in the Edinburgh Integration Joint Board, £50 million on environmental and waste services and £35 million on culture, sports and lifelong learning.

In 2019/20 our revenue budget will increase slightly, reflecting significant funding for additional or expanded national commitments, including doubling the hours of early learning and childcare for eligible two, three and four-year-olds. However, overall resources for core services will reduce by about £18 million (2.4%).

The rising costs, inflationary pressures, increased demand for services due to a rising and changing demography and a projected reduction in grant funding mean that we need to save at least £147 million (15.2%) over the next four years, with a £41 million (4.8%) saving needed in 2019/20.

Meeting this challenge will require us to make hard choices. Rather than making small reductions each year across all our services, that impact the quality and performance of our delivery, we need to set out clear priorities and focus our resources on achieving these. By producing a clear, focussed and longer-term plan for 2019/20 to 2022/23 we will continue to deliver our priority services, particularly those for the most vulnerable in society and achieve a sustainable and balanced budget position for taxpayers.

As a result, we will make the difficult decisions necessary to deliver the savings needed to protect spending in priority services and achieve a legally balanced

budget. Some of this will be achieved by changing how we deliver our services to make them more efficient and effective. In other cases, we will move to more targeted support to protect services for our most vulnerable citizens. These decisions are not made lightly and we are committed to ensure we understand the full implications of the decisions made before they are implemented. You can read more about these changes in the draft 2019/20 Council budget reports which will be considered by the Finances and Resources Committee on 1 February, and by the Full Council on 21 February.

3. Priorities for change

The Council is changing

During 2019 we will begin to implement our Change Strategy as the first step towards creating the type of organisation we need to be in future. This strategy will be built around three key objectives we need to focus on over the next four years and will be designed to ensure that:

- we drive improvements to the **high-quality services** that our citizens expect and deserve
- investment is targeted on **prevention and early intervention** to reduce long-term reliance on our services and allow citizens to lead active, independent lives
- that the growth of this city is **sustainable and inclusive**.

2019/20 will see the delivery of many projects that are critical to ensuring we meet our goals for the city and its residents. This section lays out the changes that we will deliver during the next 12 months. Above everything else, we are ambitious for Edinburgh and committed to making the important changes we need to improve and protect the city we live in.

4. Prevention and early intervention

We want to support people to live healthier, longer, more independent lives and ensure that help centred around the needs of the individual at the earliest possible stage. We want citizens to be actively involved in designing how their needs are met and for us to be able to respond quickly to immediate and changing needs.

There are, however, enduring challenges. Over 200 people are waiting in hospital for a package of care allowing them to return home and close to 2,000 households are still in temporary accommodation. Our aim is not just to eliminate these delays but to actively improve the circumstances of the people behind the numbers and help others before the point of crisis.

In 2018/19 we have already spent:

- £45 million on providing support to those who have become, or are at risk of becoming homeless
- £114 million on children and families who need care or additional support
- £196 million on supporting adult social care
- over £2 million on supporting people dealing with drug and alcohol addiction.

Over the next four years we will:

- deliver a new approach to the Health and Social Care Partnership
- take a new action to further prevent homelessness in Edinburgh
- support people to live active, healthy lives in Edinburgh
- adapt new approaches to develop a more empowered education system
- make Edinburgh more child friendly
- delivery of a new Edinburgh Poverty Commission.

A new approach to the Health and Social Care Partnership

The Edinburgh Health and Social Care Partnership (EHSCP) was established in 2016. It brought together the Council and NHS Lothian to co-manage a wide range of health and social care services. The Integration Joint Board (IJB) controls the overall budget for community health and social care and makes decisions on planning, resourcing and delivery by the EHSCP. Integration offers exciting opportunities to reshape, rebalance and improve the whole health and care system within Scotland, creating

sustainable and high-quality services which are fit for the future.

The EHSCP is developing an ambitious programme of change and transformation, with a focus on well-being and preventative approaches which keep people independent for as long as possible within their own homes. We are committed to more active participation of communities and our third and independent sector partners in the redesign and development of support and services, with a renewed emphasis on improving outcomes and experience for the people of Edinburgh.

Homelessness

With a strong Council-wide focus on prevention and early intervention, the number of people experiencing homelessness that we supported, has fallen from 6,000 to 3,000 over the last ten years. Despite this success, the pressure on our temporary accommodation services has never been greater. This is due to an acute shortage of affordable housing in the city and challenging private renter sector conditions.

To understand and tackle the causes of homelessness in Edinburgh we set up the Homelessness Task Force in 2017. This work has now concluded and in addition to ongoing service delivery improvements, a series of recommendations were approved in June 2018. This included the action to introduce new facilities for 500 temporary accommodation bed spaces, delivery of Housing First support services for those with multiple and complex needs, new staff training, and additional support for temporary accommodation service users, and private sector tenants.

These and many other activities will continue to support the delivery of homelessness services ensuring anyone at risk of homelessness is supported from the point of contact into secure and sustainable housing.

Culture and leisure services

Edinburgh residents enjoy a fantastic quality of life. This is reflected in residents' satisfaction with their city being extremely high. We can further

increase the opportunities and improve the circumstances for all our citizens and reduce inequalities in the manner that we provide and deliver culture and leisure services in Edinburgh.

Focusing on prevention, early intervention and tackling inequalities is already central to the approach taken to the delivery of leisure services in Edinburgh. Supporting more people to be active and to lead active, healthy lives not only benefits their individual well-being and quality of life but also reduces the financial burden on the Council, health and social care services and the NHS in both the short and long term. We will apply this approach on both a city-wide basis or targeted in local communities where most appropriate to empower people to lead healthier lifestyles, remove barriers that prevent people from being active, use physical activity to tackle inequalities, and create opportunities for people to connect socially and reduce isolation.

Edinburgh learns

As a city we are both ambitious and inclusive: we want all our 48,000 children and young people to reach their full potential. Edinburgh Learns is our raising attainment strategy for schools, setting out what, why and how we will do this. Approved by Council in December 2018, it covers every aspect of educational experience including teaching and learning, health and well-being to parental engagement. Each theme is based on research, and has actions and targets for success. This co-produced guidance fully endorses

contemporary thinking on empowerment and stakeholder engagement and will ensure that all of today's young learners are equipped and enabled to be tomorrow's future citizens.

Child friendly city

We will implement a child friendly city approach which aims to increase participation and engagement of children and young people, celebrate their success and to use restorative practice to build relationships, reduce conflict and repair harm where it has occurred. There have been many events throughout 2018 to celebrate the Year of Young People, including a range of measures to extend participation and engagement of children and young people with decision makers in the Council and the Children's Partnership.

This included the Looked after Children's Champions Board which involves Looked After Children in the development of our corporate parenting approach; and the What Kind of Edinburgh Initiative which has engaged with a wide range of children and young people to hear their views on developing the strategic priorities contained within the Children's Services Plan.

Edinburgh Poverty Commission

Despite our successful economy and high living standards, Edinburgh remains a city blighted by unacceptably high levels of poverty and inequality. More than one in five of all children in Edinburgh grow up in poverty, with this rate rising to more than one in three in some parts of the city. These are rates of poverty as high as any other city in Scotland with, in many cases, the poorest families in Scotland living in areas just a street away from some of the most affluent.

Addressing poverty and its effects is a critical part of our shift to a new, more preventative way of working. Towards this, Edinburgh Poverty Commission was launched in late 2018 and will work throughout 2019 to understand the forces which drive one in five of all children in Edinburgh to grow up in poverty, and to define the actions the city needs to take to reduce and prevent poverty. In doing so, the Commission will listen and learn from citizens across Edinburgh who are struggling to get by, build on the approaches we know work well, and challenge the city (including ourselves, partner agencies, third sector providers, businesses and communities) to do better.

5. High quality services

Our strategy is not only about the long-term. The people of Edinburgh expect access to high-quality services today. In a world of increasing pressures and constraints this means difficult choices about the services we provide and how we provide them.

We can do this by embracing the opportunities that technology brings, putting communities and residents at the heart of what we do and working closely with our partners within the public, private and voluntary sectors. This is already happening across a range of services.

Re-designing our services and rationalising our estate

Almost everyone needs to interact with the Council through one of the services we provide. Traditionally, this would have been by visiting one of the 760 buildings we own, but technology is reducing this need. In some areas, services are being delivered from too many separate buildings which are expensive to maintain and run. We will re-design the way that services are provided and in doing so, make choices about which buildings we continue to use, and what we build in the future. For example, we operate the Dumbrae Hub where several services are co-located and delivered from.

Most importantly, we will engage directly with community to ensure citizens and service users are involved from the start of the process and the results reflect their needs.

There are many catalysts for why this change is needed now:

- our high school replacement programme presents the opportunity for schools to become community hubs. We will work with the community to

decide what services should be provided from each hub.

- Early years expansion programme, which will deliver 1,140 hours of early learning and childcare for eligible two, three and four year-olds but under school age by 2020. Work is already well underway and we need to do more to ensure that new nursery provision is more accessible to the community.
- The growing city means we will need new community services, including schools and doctor's surgeries, in new areas of the city, with as many as five new primary schools to support new housing by 2022.

We also need to ensure these buildings fit for purpose. Our Asset Management Strategy will ensure all our buildings are safe and effectively used at an acceptable and efficient cost. In addition, our facilities management services are being modernised with the final element, the cleaning service due to be completed in 2019.

We also manage a property investment portfolio with than 1,500 leases which contribute over £15m in

income directly to our budget every year. Adopting a commercial approach, the portfolio is robustly managed to maximise the income achieved, by ensuring:

- that all assets are rented to their full market potential
- that all rent reviews and lease renewals are commercially negotiated
- that void rates are kept to a minimum
- that costs of repairs, maintenance and insurance are passed onto third parties
- that new opportunities are instigated such as the recent construction of 16 new industrial units in South Gyle.

Income maximisation and becoming a more commercial Council

We generate income from a range of services and assets to ensure that it can supplement its core budget. We have already achieved £150 million in savings through our Commercial Excellence Procurement Programme. Recognising the scale of financial challenge facing the authority however, the opportunity to generate new and additional income streams, along with maximising value and achieving full cost recovery for discretionary activities will be

¹ *Scottish Average 2016 – 36.4, Edinburgh 2016 - 34.6

<https://statistics.gov.scot/slice?dataset=http%3A%2F%2Fstatistics.gov.scot%2Fdata%2Froad-network-traffic&http%3A%2F%2Fstatistics.gov.scot%2Fdef%2Fdimension%2Findicator%28roadNetwo>

increasingly important. We will therefore undertake a full review of all existing revenue streams, consider options for additional income generation and will assess further the value delivered by and opportunities for greater cost reduction through intelligent use of our buying powers and procurement activities.

Roads

We look after 1,511km (939 miles) of roads. The volume of traffic has increased in recent years, increasing pressure on the condition of our roads. Whilst Edinburgh's Road Condition Index (RCI) demonstrates that the standard of our roads is better than the Scottish average*¹, they are still in need of improvement. To deal with this pressure and improve our roads, the service has developed a Roads Improvement Plan, which is implementing changes to address issues affecting performance. Work is progressing on the city centre West to East link which will connect many cycle and walking routes in the city's western and northern suburbs to the city centre. As part of our commitment to improving cycling facilities and promoting active travel, we have allocated 10% of our transport budget for 2018/19 to making cycling in our city easier and safer.

rkTraffic%29=http%3A%2F%2Fstatistics.gov.scot%2Fdef%2Fconcept%2Findicator-road-network-traffic%2Fthe-percentage-of-roads-needing-repairs-red-and-amber-classification-in-scotland

Waste and cleansing

Between 2014 and 2017 residents' satisfaction with waste services and bin collections was amongst the lowest in Scotland. Over the same period, complaints about missed bin collections have fallen from 47,700 to 38,000 per year. Since then we have made a lot of longer term changes to our routes, depots, and the introduction of new technology. In April 2017, we opened a new waste collection and street cleaning depot at Seafield. The new depot has significantly improved existing facilities and construction of a similar facility at Bankhead is underway. There are also short-term challenges which we are committed to addressing to ensure that our waste and cleansing service is fit for purpose. As part of developing a sustainable overall financial position, however, we also need to make further savings and over the next year, we will look into joint procurement waste contracts with our local authority neighbours.

Improving processes

Technology alone will not be sufficient to deliver the changes we need to make. Like all large public-sector organisations, we need to challenge ourselves to be as efficient and effective as possible, and to make sure the processes and procedures we follow are fit for purpose in the environment in which we currently operate.

Our teams have been challenged to deliver greater levels of operational efficiency in the way that they deliver their services. These will be taken

forward through a number of routes including new workforce controls (on agency expenditure, overtime and vacancy management; the application of 'lean systems' thinking to Council processes, process automation and reviewing our contracts and grants with other organisations and our supply chain management. Using these approaches, teams have been set an ambitious target to build on the £240 million of recurring savings already made since 2012 and deliver a further saving of up to 1.55% each year for the next four years.

Maximising new technology

Delivering these changes requires us to make use of all new technology available to us. In particular, we will continue to grow our use of Intelligent Automation, make use of new SMART technology and find new ways to manage our data.

Intelligent automation (IA)

We want to do more to ensure we are more customer focused and support citizens to access the services they rely on. The new Intelligent Automation (IA) team delivered the first major milestone in June 2018: a live automation of landlord registration applications. IA uses automation software to process repetitive, rules based administrative tasks that means instead of manually inputting data, colleagues can focus on helping customers with complex issues, or those in need of additional support. From planning applications to contact with schools, we will exploit to the full the best available technologies to deliver new approaches which meet

the best standards of customer design and simplicity. The overall results of this programme will mean better quality, easier to navigate services, at a reduced cost.

Smart technology

Smart Technology means we can turn our assets into internet enabled devices offering enormous potential to change the way the city operates and develops. From street lights and traffic flows, to air pollution and the use of our buildings, smart technology provides a way to improve our understanding of how the city works, and to build new automated ways to address issues as they arise.

The approval of the Edinburgh and South-East Scotland City Region Deal provides a significant first step towards this vision for the future of the city, with its £1.3 billion programme including a commitment to an ambitious data driven innovation project aiming to build Edinburgh into the data capital of Europe.

Alongside this investment, this Change Strategy will develop our approach to creating a city operations centre for the Council, bringing together where multiple data sources from a range of public sector partners will be brought together into one place to manage the city more effectively. At present, opportunities to integrate information across partners are limited. This new project will offer a significant

opportunity to vastly increase the quality of our insights into how the city operates, and make our systems and services more efficient and effective as a result.

Managing our data

To deliver services, we need to safely manage huge sums of data about our people and the city. All Councils are generating an ever-increasing volume and complexity of data in response to new technologies. This means that we need to be prepared to both manage the data, and use it better to help us deliver services.

As a first step, we are investing in Business Intelligence technology so that we can centralise, integrate, and analyse our data better. The new technology will allow us to identify patterns, trends, and behaviours so that services can better address emerging issues, identify the root cause of issues and opportunities to improve service delivery. The solution will have built in functions to ensure that our data is secure and compliant with legislative and our policies (e.g. GDPR).

6. Sustainable and inclusive growth

Our population is growing and changing, and we are ambitious for how the city needs to develop its infrastructure accordingly. We need to ensure that the benefits that investment brings are shared by everyone across the city.

Over the next four years we plan to deliver:

- over £600 million in new council homes or refurbishing and upgrading existing homes
- nearly £200 million on school construction and refurbishment
- at least £125 million in the city's roads, pavements and cycle paths
- new investment in sustainable communities in the Granton and Waterfront area
- a new plan for the transformation of the City Centre
- a new City Mobility Plan to make sure Edinburgh's transport networks support a more inclusive city for people of all ages
- a new City Plan, representing a significant new step in guiding the development of land for housing, employment, transport, and other uses in the city over the next ten years.

Taken together, these actions represent an opportunity to significantly change the face of our city. They represent an opportunity to create new communities along the waterfront at Granton which could, pending approval, be connected to the city centre by the tram network. We want to maintain our city centre's status as a World Heritage Site but we must also innovate to ensure it is one of the healthiest, most vibrant and well-connected city centres in the UK. Achieving city wide transformation means delivering three key things: a new Local Development Plan; a new transport plan; and a low emission zone. At the same time, the West of Edinburgh represents further huge opportunities to work with our partners, such as the airport, to create new thriving communities.

The proposals we are developing are designed to support the wider growth of our city in a fair, sustainable, and balanced way. It is important that we engage and work with local communities to make sure that everyone can benefit from the growth of our city.

With this change come huge challenges, but the impact of a buoyant economy means that the city needs to grow to meet the demands of a changing population. This is of course not just about physical development, we want to deliver mixed sustainable communities which work for everyone. This means that alongside delivering housing, we need to work with communities about the infrastructure they will require that is specific to their area.

7. How will we deliver this change?

We exist to ensure we're anticipating and responding to the needs of our citizens and city. These are changing and evolving which means, now more than ever, we cannot afford to stand still – we need to be able to respond and adapt to the changing landscape around us. This requires all colleagues to be committed to shaping the organisation and culture we need to deliver on our ambitions.

Our People Strategy, approved in March 2017 sets out a three-year plan to build an agile and flexible workforce by developing skills and to create a great environment for our staff. The initial focus was on delivering the previous transformation programme without the need for any compulsory redundancies; developing our new approach to performance management; delivering essential learning and development; securing Occupational Health and Employee Assistance provision; and developing a new induction approach.

In response to our short and medium-term challenges and opportunities, our focus will be on embedding the work we have done to date and delivering the following:

- Pay, reward and terms and conditions: the practices and approaches we have in place were implemented in 2010, and since then there have been no major steps taken to further modernise what we do. This has resulted in our organisation falling behind in introducing more progressive and modern practices and what we have in place is not sustainable. We will review our current practices and develop solutions which reflect where we should aspire to be as an organisation, whilst continuing to commit to paying the Scottish Local Government Living Wage.
- Managing change: in response to feedback from colleagues, we will redesign how we manage and lead change within our organisation. We aspire to work harder at being clear with colleagues on the 'why' of change and focusing on colleague involvement before formal consultation takes place.
- Colleague communication and engagement: we recognise that our current channels of communication and engagement don't always hit the mark and for some colleagues aren't accessible at all. We commit to working to getting all colleague access and to creating channels which enable two-way timely engagement for all our colleagues and look for ways to strengthen the ability for all colleagues to be heard.
- Employee Health and Wellbeing: there has already been an initial shift toward preventative action, supported by a new policy and guidance. However, mental and emotional, physical and financial wellbeing of our colleagues is an area where we want to make more positive impact. This includes supporting colleagues in times of organisational change and supporting their personal resilience and wellbeing.

- Organisation and individual performance: we will move to a way of tracking and measuring our organisational performance through a balanced scorecard looking at financial, service, people and risk metrics. We will continue to embed our approach to managing individual performance to make all our colleagues have clear performance goals which are aligned to achieving an improved organisational performance.
- Diversity and Inclusion: we are clear as an organisation that we expect a culture of respect, dignity and inclusion and expect colleagues to recognise and consider the impact their behaviours may have on others – consciously or unconsciously, how we might judge or treat others. Rightly, we will increase our focus on embedding this culture.
- Development for our leaders and aspiring leaders: we have been redesigning our leadership development offering which will be launched in early 2019. Coupled with this we will launch a talent programme through which we will identify and develop future leaders.

8. Close

Our overarching objective is to ensure everyone benefits from Edinburgh's success and despite significant progress in the first 18 months of the administration there is still more to do. This strategy is upfront about the difficult choices we face in addressing significant financial challenges. By taking difficult choices now we can be confident that we can carry on providing high quality services that our citizens rely on and continue to deliver an ambitious programme for Scotland's capital. . . .

Appendix 2: Change Strategy: Budget Proposals

Chapter	Description	19/20 Saving	20/21 Saving	21/22 Saving	22/23 Saving
1. Income Maximisation	Looking at ways to increase our annual income	£2.595m	£0.535m	£0.440m	£0.425m
2. Workforce Modernisation and Change	Ensuring our workforce is effectively organised and able to better respond to the needs of our citizens	£2.350m	£0.050m	-	-
3. Service Reduction	Areas where we propose to stop or reduce services	£2.004m	£1.521m	-	-
4. Corporate & Capitalised Budgets	Internal changes to funding with no impact on services	£9.500m	£3.600m	£4.100m	£4.100m
5. Operational Redesign	Opportunities to do things better by redesigning services	£0.915m	£0.915m	£1.000m	-
6. Service Reform	Finding new ways to deliver services and improving them	£4.240m	£0.780m	-	-
7. Maintaining Service Investment	Looking again at additional money from last year	£1.600m	-	(£0.850m*)	-
8. Digital Delivery	Making use of technology to deliver customer facing services in new ways	£0.090m	£0.250m	£0.250m	£0.190m
9. Place Making	Making changes to services in specific areas	£1.669m	£0.618m	£0.520m	£0.625m
10. Arm's Length Bodies	Assessing and evaluating our relationship with our Arm's Length Organisations	£2.464m	£0.176m	£1.000m	£1.000m
11. Operational Efficiencies	Challenging ourselves to be more efficient each year	£11.966m	£9.783m	£9.500m	£9.500m
12. Homelessness Investment	Doing more to prevent Homelessness	£0.295m	£0.060m	-	-
13. Partnership Working	Collaborating differently with our partners	£1.062m	£1.575m	£1.000m	-
14. Service Design & Our Assets	Making best use of our estate	£0.250m	£1.250m	£1.100m	£0.350m
Total		£41.000m	£21.113m	£18.060m	£16.190m

1. Income Maximisation

What is being proposed?

Increasing council income is a priority for the Change Strategy and there are nine strands to this proposal which relate to increasing existing, or creating new, income streams. We are also looking at reducing the associated costs of collecting income due to us. The nine proposals are:

Full Cost Recovery

Ensuring the Council receives the recovery of all costs incurred as a result of supporting major events in the city delivered by third parties.

Statutory Consents

Increasing cost recovery through charges levied for licensing and regulatory services, road occupation licences and consents, where permitted by legislation.

Pre-Planning Applications

Introducing discretionary charges for advice on pre-planning applications for major and/or complex developments.

Culture

Increasing income from cultural venues through revising existing, or introducing new, charges for discretionary services.

Parks and Green Spaces

Ensure that, where appropriate, new concessions are invited into our parks to offer refreshments
In addition, the Council will look to increase charges for the use of parks for one-off events and will review the contracts and leases in place arrangements in place for regular events.

Increasing Advertising Revenue

Generating additional income from the Council's outdoor advertising contract, including advertising at tram stops. This could include installing digital boards at specific points in the city.

Leased Property Income

Generating additional rental income from leased properties through commercial renegotiation. This could include digital boards.

Energy Generation

Exploring a range of ways to increase income through energy generation, including rooftop solar panels on Council buildings, electric vehicle charging network expansion, further "greening" of the Council's fleet and use of Council land and property for micro-energy generation.

	<p><u>Upfront Payments</u></p> <p>Introducing a default upfront payment policy in appropriate circumstances to reduce costs of administration and debt recovery.</p>
What could change?	<ul style="list-style-type: none"> • Monies due are collected in a cost-efficient manner whilst continuing to support those who may need assistance • Council resources are redirected to priority services rather than subsidising non-core or commercial operations

<u>Current Income</u>				<u>Savings</u>	
Full Cost Recovery	n/a			£0.200m	
Statutory Consents	n/a			£0.825m	
Pre-Planning	n/a			£0.100m	
Culture	n/a			£0.150m	
Parks	n/a			£0.150m	
Advertising Income	n/a			£0.470m	
Leased Property Income	£1.100m			£0.500m	
Energy Generation	n/a			n/a	
Upfront Payments	n/a			£0.200m	
<u>Total:</u>	<u>£1.100m</u>	2019/20 Increased Income:		<u>£2.595m</u>	
<u>Future Income</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Full Cost Recovery	-	-	-		£0.200m
Statutory Consents	£0.035m	£0.040m	£0.025m		£0.925m
Pre-Planning	-	-	-		£0.100m
Culture	-	-	-		£0.150m
Parks	-	£0.100m	£0.000m		£0.250m
Advertising Income	£0.300m	-	-		£0.770m
Leased Property Income	-	-	-		£0.500m
Energy Generation	£0.200m	£0.300m	£0.400m		£0.900m
Upfront Payments	-	-	-	Total Savings:	£0.200m
<u>Total:</u>	<u>£0.535m</u>	<u>£0.440m</u>	<u>£0.425m</u>		<u>£3.995m</u>

2. Workforce Modernisation and Change

<p>What is being proposed?</p>	<p>The Council is a major employer, providing a range of public services to the City. Ensuring that our workforce is effectively organised and able to better respond to the needs of citizens and service users means that we must continue to evolve our staffing structures. We must also ensure that we direct our human resources to those areas of the highest priority. This also means that our management costs need to be appropriate for the delivery of a productive and more effective organisation. We therefore propose that a number of organisational reviews will be undertaken so that we have the right balance between our frontline and support services. Underpinning these reviews, our approach to managing organisational change and the redeployment of staff will be reviewed to ensure these arrangements are more robust and ensure value for money.</p> <p>Ensuring our organisational structure is efficient needs to be complemented by modernised reward and recognition arrangements to create a more flexible workforce. Part of this is delivering our commitment to embed the living wage fully into our pay structures. We therefore propose undertake a number of organisational reviews to so that we have the right balance between our frontline and support services. We will also undertake a strategic review and revision of our reward and recognition arrangement.</p>
<p>What could change?</p>	<ul style="list-style-type: none"> • Services are adapted to suit the needs of the organisation. • Roles are fit for purpose and within budget • Some staff may have to change role/adapt to a new role • Some services may need to adapt/streamline operations • Full implementation of the Living Wage

<u>Current Spend</u>	<u>£395.13m</u>				<u>Savings</u>
Back Office Support	£49.838m				£1.450m
Support for Learning	£40.590m				£0.200m
Workforce Modernisation	£304.7m*				£0.500m
C&F Management					£0.200m
<u>Total:</u>	<u>£395.13m</u>	<u>Total Savings for 2019/20:</u>			<u>£2.350m</u>
<u>Future savings</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>£2.400m</u>
Back Office Support	-	-	-		£1.450m

Support for Learning	-	-	-		£0.200m
Workforce Modernisation	-	-	-		£0.500m
C&F Management	£0.050m	-	-		£0.250m
<u>Total:</u>	<u>£0.050m</u>	-	-	Total Savings:	<u>£2.400m</u>

*This represents the total remaining spend on staffing from which the Workforce Modernisation and Management savings would seek to make savings

3. Service Reduction

What is being proposed?

The Council currently spends £10 million on Economic Development, Heritage Language Lessons, the discretionary Book Fund and a series of Small Grants and Awards. These are not statutory obligations and it is proposed that we could reduce or stop these services. A reduction in strategy and communications capacity is also proposed.

Economic Development

The Council's Economy Strategy is focused on inclusion, innovation and collaboration which will lead to good growth. The Council's Economic Development Service actively contributes to all of these strands of activity, alongside all other Council services. This proposal is to reduce the service provision by creating a small multi-disciplinary team which will focus on strategic development, managing employability third party grants and supporting business creation and business growth. A review of the payments to third parties will be carried out over the next two years.

Heritage Language

Heritage Language provides some free language lessons for children born in the UK. The children are tutored in the language to which they have a historic familial connection. The Council proposes to no longer provide these classes, however other service will continue to be available across the city and the council will still provide support for those who speak English as a second language.

Small Grants and Awards

Small grants and awards are payments made by the Council to support city-wide sports and learning activities. The Council will no longer provide funding which can be sourced elsewhere, such as the Talented Athletes Scheme. The the holiday activity fund which provides free sports provision to those living in more deprived parts of the city, will continue.

The Book Fund

The Book Fund pays for new publications to stock our libraries, it is estimated that a saving could be made in this area by reducing spend on newspaper and magazine subscriptions however stock relating to priority areas (Literacy, numeracy, large print, audio and community languages would be protected

	<p><u>Strategy & Communications</u></p> <p>A reduction in Strategy and Communications capacity is proposed which will result in reduced capacity to work on strategic priorities and corporate communications support. This will be achieved by reducing headcount and the frequency of some external survey activity.</p>
What could change?	<ul style="list-style-type: none"> • An organisation review of the Economic Development Service would be required in year one and in year two there will be a reduction in the Council's funding to third parties. • More efficient use of the book fund would ensure investment is focused on priority publications/books • The number of newly-released books may be reduced and so waiting times may increase • The small grants and awards reductions would be focused on non-essential learning activities however services that promote social inclusion, wellbeing and adult literacy/numeracy would be prioritised • Reduced capacity within Strategy Communications to work on corporate policy priorities, the provision of communications support and the carrying out of surveys.

<u>Current Spend:</u>					<u>Savings</u>
Econ Development	£9.000m				£1.500m
Heritage Language	£0.063m				£0.042m
Small Grants	£0.106m				£0.062m
Book Fund	£0.901m				£0.200m
Strategy and Communications	£7.960m				£0.200m
<u>Total:</u>	<u>£18.03m</u>	<u>Total Savings for 2019/20:</u>			<u>£2.004m</u>
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>£3.525m</u>
Econ Development	£1.500m	-	-		£3.000m
Heritage Language	£0.021m	-	-		£0.063m
Small Grants	-	-	-		£0.062m
Book Fund	-	-	-		£0.200m
Strategy and Communications	-	-	-		£0.200m
<u>Total:</u>	<u>£1.521m</u>	-	-	Total Savings:	<u>£3.525m</u>

4. Corporate and Capitalised Budgets

What is being proposed?

Some income and expenditure within the Council's budget is not specific to any particular service. These budgets have been reviewed to identify where savings in revenue expenditure can be made or more income realised. There are five proposals in these areas:

1. Additional income from Council Tax as a result of growth in the number of houses within the city being greater than originally estimated, alongside continuation of recent years' improvements in collection rates;
2. Savings in borrowing costs arising from capital expenditure through planned repayment of loans, our anticipated spending profiles and continuing to use available cash balance instead of borrowing more funds;
3. Centralising and automating our procurement processes and managing our purchasing catalogues to increase efficiency;
4. Lodging business rating appeals, where appropriate; and
5. Reviewing the balance between revenue and capital expenditure, subject to complying with accounting rules.

What could change?

- Proactive treasury management to manage debt management costs
- Improved efficiency and reduced risk on our procurement processes
- Maximisation of resources available for priority services
- These proposals are not expected to impact on service delivery
- Efforts will continue to maximise take-up of Council Tax Reduction Scheme assistance and other income-related benefits
- Capitalisation of current revenue expenditure depends upon confirmation of availability of capital funding

Current Spend:	<u>£132.0m</u>				<u>Savings</u>
Council Tax (income)	(£283m)				£3.000m
Borrowing Costs	£113m				£5.000m
Procurement	n/a				£0.100m
Business Rates	£19m				£0.800m
Revenue and Capital	n/a				£0.600m
<u>Total:</u>	<u>£132.0m</u>	<u>Total Savings for 2019/20:</u>			<u>£9.500m</u>
<u>Future savings</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Council Tax	-	-	-		£3.000m
Borrowing Costs	£4.000m	£4.000m	£4.000m		£17.000m
Procurement	£0.100m	£0.100m	£0.100m		£0.400m
Business Rates	-	-	-		£0.800m
Revenue and Capital	(£0.500m)	-	-		£0.100m
<u>Total:</u>	<u>£3.600m</u>	<u>£4.100m</u>	<u>£4.100m</u>	Total Savings:	<u>£21.300m</u>

5. Operational Redesign

What is being proposed?

Property Investment Portfolio

The Council owns a range of properties and land across the City from which it generates approximately £15m in income each year. Some of these assets, such as public houses, are not core to the Council's services or to the heritage of Edinburgh. Selling some of these assets, at best commercial value, will therefore enable the Council to reduce borrowing and cost of servicing our borrowing.

Depots and Yards

The Council currently runs 19 depots across the city. It is proposed that these could be consolidated into six sites. Support services such as maintenance, storage and refuelling can be spread across each depot rather than being site specific. Sites of old depots can then be sold to generate capital and / or be made available for increased housing or commercial opportunities.

Fleet Review

It is also proposed to move to a contract hire model for cars and vans. The use of a contract hire provider (whilst keeping maintenance in-house) for all our vehicle will deliver a reduction in cost to the Council as well as making it easier for services to access vehicles.

What could change?

- Reduced cost of borrowing
- Spending less on procurement and maintenance of vehicles will allow investment in new technology and more focus on delivering services
- Improved procurement makes it easier to phase out less environmentally friendly fleet vehicles
- Reducing the size of our estate and accelerate economic development and reduce carbon emissions
- Improving frontline services by spreading them across the city, placing them closer to the communities they serve.

Current Spend:					<u>Savings</u>
Property Investment	} £18.481m				£0.415m
Depots and Yards					-
Fleet Cost	N/A				£0.500m
<u>Total:</u>	<u>19.642m</u>	<u>Total Savings for 2019/20:</u>			<u>£0.915m</u>
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Property Investment	£0.415m	-	-		£0.830m
Depots and Yards	-	£0.500m	-		£0.500m
Fleet Cost	£0.500m	£0.500m	-		£1.500m
<u>Total:</u>	<u>£0.915m</u>	<u>£1.000m</u>	-	Total Savings:	<u>£2.830m</u>

6. Service Reform

What is being proposed?

School Management Design - Early Years

Many council-run nurseries have individually assigned head teachers and teachers. At the same time, there is a shortage of primary teachers. We can aid primary school recruitment by creating a wider pools of locality-based head teachers, and teachers who are not attached to specific schools. This would mean an increase in Early Years Practitioners permanently attached to each nursery. Analysis of Care Inspectorate findings indicates no difference in quality between nurseries which have qualified teaching staff on site permanently and those are supported in other ways.

Efficiencies in the delivery of accommodated children's services

The Council has capacity for 70 residential beds. This proposal is to reduce capacity by two beds, through reducing expenditure with third party providers. This is possible as a result of effective early intervention which has reduced the number of looked after children in the system. More children in family based placement leads to better outcomes. In addition savings will continue to be made through our use of preventative services, such as outreach, multi-systemic therapy and family group conferencing to prioritise those that deliver the greatest effectiveness and efficiency.

New Ways of Working - Public Safety and Business Continuity

This proposal is to develop a new service which is focused on public safety and business continuity but which aligns the Council's resources to these key activities. We will start by looking for duplication and overlap between these services, and options to create a team responsible for all elements of public safety, from covering events to national emergencies.

Re-provision of public toilets

We will review the current staffing arrangements for the daily maintenance of public toilets in the city. We also recognise that some of the current facilities are no longer fit for purpose and we will review the provision of facilities and improve the community toilet scheme (CTS) over the next four years.

Laboratory and Pest Control

We will look at how these services should be provided, with an aim to find savings and service efficiencies in future years.

	<p><u>Health and Social Care</u></p> <p>An additional efficiency target has been set for the Integrated Joint Board (IJB). The IJB has a separate budget process and will consider the settlement offer from the Council. This additional saving will need to be considered by the IJB as part of its wider budget process and reform programme which will require very significant savings and efficiencies to be delivered next year.</p>
What could change?	<ul style="list-style-type: none"> • Qualified primary teachers could be redeployed to primary schools with staff shortages • Increased early intervention and prevention in children's services • Reduced duplication and overlap in Council activities • Improving public toilets in the city and increasing uptake of the Community Toilet Scheme would increase the availability of accessible public toilets in the city • Public toilets would be staffed part time instead of full time

<u>Current Spend</u>				<u>Savings</u>
Public Toilets	£0.452m			£0.250m
Early Years	£4.290m			£0.350m
Residential Care	£18.481m			£0.510m
Public Safety and Business Continuity	£1.400m			£0.130m
Integrated Joint Board	£199m*			£3.000m
<u>Total:</u>	<u>£24.623m</u>		<u>Total savings for 2019/20:</u>	<u>£4.240m</u>
<u>Future savings</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>Overall</u>
Public Toilets	-	-	-	£0.250m
Early Years	£0.650m	-	-	£1.000m
Residential Care	-	-	-	£0.510m
Public Safety and Business Continuity	£0.130m	-	-	£0.260m
Integrated Joint Board	-	-	-	£3.000m
<u>Total:</u>	<u>£0.780m</u>	-	-	Total Savings: <u>£5.020m</u>

*While the budget is £199m, current spend is £206m

7. Maintaining Service Investment

What is being proposed?

Last year the Council received additional funding from the Scottish Government as part of the Budget settlement. This funding was used to develop new programmes in line with Council policy. As part of the 2019/20 Budget setting process we have reviewed this additional funding and four areas have been highlighted where there is either no on-going service requirement, or where the level of additional expenditure may be reduced without affecting delivery of associated outcomes:

- One-year only grant funding within Communities and Families
- Efficiencies in service delivery within street cleansing
- Efficiencies in service delivery within roads services
- Funding to deliver property upgrades for the Council's operational estate

This funding is no longer treated as one-off, and therefore efficiencies can be made without impacting on service delivery.

What could change?

- Although full grants will no longer be available, the remaining funding will still be used to maintain outcomes.

Current Spend:

Communities and Families one-year extra grant funding	£0.250m		£0.250m
Street Cleaning one-year additional investment	£10.3m		£0.250m
Roads one-year additional investment	£5.4m		£0.250m
Property Maintenance additional investment	£16m		£0.850m
Total:	£32.05m	Total Savings for 2019/20:	£1.600m

Future savings

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Grant Funding	-	-	-		£0.250m
Street Cleaning	-	-	-		£0.250m
Roads Funding	-	-	-		£0.250m
Property Maintenance	-	(£0.850m*)	-		-
Total:	-	-	-	Total Savings:	£0.750m

*the saving can only be sustained for 2 years, and will therefore no longer be available in 2021/22.

8. Digital Delivery

<p>What is being proposed?</p>	<p><u>Digital Delivery</u></p> <p>The Council is committed to expanding and enhancing its digital systems and processes to enable a greater number of citizens and service users to conduct more of their interactions with the Council through online, self-service technology. Developing this approach will make Council services more accessible at times to better suit the needs of people across the City, thereby reducing demand on Council services. Through improvements to the Council’s website and the exploitation of new technologies, such as voice recognition software, combined with greater automation of ‘back office’ processing further savings will be achievable, whilst improving citizen and service user experience.</p> <p><u>Print and Mail</u></p> <p>The Council delivers services across an operational estate of hundreds of properties. The transfer of information, data and correspondence between these sites and with other organisations can be achieved more efficiently through a review of our Print and Mail strategy. By improving document scanning and electronic delivery of information, we will reduce unnecessary printing, postage and travel between sites, thereby reducing the environmental impact.</p>				
<p>What could change?</p>	<ul style="list-style-type: none"> • Increased customer satisfaction • Improved efficiency • More consistent delivery • Reallocation of staff to more customer facing tasks • Would require working with IT partners and some systems upgrades. 				
<p><u>Current Spend:</u></p>				<u>Savings</u>	
Digital Delivery	£n/a			-	
Print and Mail	£n/a			£0.090	
Total:	£n/a		2019/20 Est. Savings:	<u>£0.090m</u>	
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>£0.780m</u>
Digital Delivery	£0.150m	£0.150m	£0.150m		£0.450
Print and Mail	£0.100m	£0.100m	£0.040m		£0.330
<u>Total:</u>	<u>£0.250m</u>	<u>£0.250m</u>	<u>£0.190m</u>	Total Savings:	<u>£0.780m</u>

9. Place Making

<p>What is being proposed?</p>	<p><u>Area-based Regeneration</u></p> <p>To support and co-ordinate development and strategic growth in the city by creating multi-disciplinary functions which will focus on opportunities for development and strategic growth. For example, when proposing a new housing development, the multi-disciplinary team would include roads infrastructure, schools, services and transport connections. Savings will be derived from staffing changes and from the progressive use of capital funding to replace Council revenue support.</p> <p><u>Parking Action Phase 2</u></p> <p>To review current parking arrangements across Edinburgh and consider an expansion of parking controls into areas where there are known parking pressures created by commuter and non-residential vehicles and/or there have been requests for parking controls from residents and community groups to improve parking opportunities.</p> <p><u>Localities Phase 2</u></p> <p>The Council proposes to review its approach to localised services and to strengthen the focus on community planning, community empowerment and citizen engagement. This will include looking at where services could be delivered more efficiently citywide. This is likely to lead to a rebalancing of locality staff teams and efficiencies.</p> <p><u>Improved Approach to Street and Environmental Enforcement</u></p> <p>Environmental enforcement is currently the responsibility of five separate teams (four Locality teams and the Waste and Cleansing service). This means there are currently five different approaches to environmental enforcement. This includes offences such as litter dropping, dog fouling and trade waste abuse.</p> <p>The creation of a citywide enforcement team with additional resources will more proactively enforce the powers available to the Council and will lead to improved local environments.</p>
<p>What could change?</p>	<ul style="list-style-type: none"> • Improved parking opportunities for residents, businesses and their visitors. • Enhanced conditions for walking, cycling and public transport. • May include the extension of residents' permit zones • Some reorganisation of roles and responsibilities for staff in Locality and Central teams • Potential reduction of management posts • More capacity to report issues such as fly-tipping, leading to quicker resolution times • Increased capacity to deal with trade waste abuse of communal residential bins

<u>Current Spend:</u>					<u>Savings</u>
Regeneration	n/a				£0.250m
Parking	n/a				£0.369m
Localities	£18.300m				£0.300m
Enforcement	£0.870m				£0.750m
<u>Total:</u>	<u>£19.170m</u>			<u>Total Savings for 2019/20:</u>	<u>£1.669m</u>
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Regeneration	£0.500m	-	-		£0.750m
Parking	£0.118m	£0.520m	£0.625m		£1.632m
Localities	-	-	-		£0.300m
Enforcement	-	-	-		£0.750m
<u>Total:</u>	<u>£0.618m</u>	<u>£0.520m</u>	<u>£0.625m</u>	Total Savings:	<u>£3.432m</u>

10. Arm's Length Organisations

What is being proposed?

The Council operates several "Arm's Length" organisations (ALEOs). We would like to assess and evaluate our relationship with those organisations and make sure we are delivering the best value for public money. This will also involve making difficult choices in light of available resources which will result in reduction in the grants given to some of our ALEO's.

Culture & Leisure. A review is currently underway across all our leisure and cultural estate to assess options as to how we might improve services and reduce council subsidy. In 2019/20 a modest reduction in grant is proposed to Edinburgh Leisure which we expect them to absorb through internal efficiencies. There is the potential for more significant savings in future years through new partnership to deliver local services.

Marketing Edinburgh. A very significant grant reduction is proposed which will remove most of the grant from the council over the next two financial years. This will have profound implications for the organisation and will need them to fundamentally review their future options.

EDI. Saving through receiving a one off dividend in 2019/20.

Transport for Edinburgh. Savings achieved through re-negotiations of tram maintenance contracts.

What could change?

- Far less dedicated capacity to market the city to investors, businesses and visitors. Film Edinburgh will be maintained and the Council will explore opportunities for promoting the city with key partners.
- Edinburgh Leisure will need to find efficiencies in order to offset the impact of inflation and in the medium term be part of more significant change across the council's leisure and cultural services subject to future discussions and decision by council.

<u>Current Grant:</u>					<u>Savings</u>
Marketing Edinburgh	£0.890				£0.567m
EDI	-				£1.047m
Edinburgh Leisure	£8.155m				£0.350m
Transport for Edinburgh	NA				£0.500m
<u>Total:</u>	<u>£9.045m</u>			Total Savings for 2019/20:	<u>£2.464m</u>
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Marketing Edinburgh	£0.223m		-		£0.790m
EDI	(£1.047m)	-	-		-
Edinburgh Leisure	£1.000m	£1.000m	£1.000m		£3.350m
Transport for Edinburgh	-	-	-		£0.5m
<u>Total:</u>	<u>£0.176m</u>	<u>£1.000m</u>	<u>£1.000m</u>	Total Savings:	<u>£4.64m</u>

11. Operational Efficiencies

What is being proposed?

The Council like any organisation should aim to be more efficient year on year with public money. Like all business we pay business rates and energy costs and need to manage our borrowing and contracts carefully.

An overall efficiency target has been proposed for the organisation of 1.55%. Areas of focus for the efficiency target are:

- Reduction in sickness absence and agency staffing recognising we currently lose the equivalent of 762 full time staff a year to sickness and spend around £2m a month on flexible staffing through agency staffing and overtime
- streamlining our end to end processes and greater automation of transactions building on the progress made this year using process automation. For example, we have cleared the backlog of landlord registrations in 5 hours rather than 4 weeks it would have taken using the traditional approach.
- Maximising savings through procurement and reviewing contracts recognising the council spends over £200m on its top 20 contracts.
- Additional Income generation
- Reviewing senior management structures to reduce costs.

A number of specific operational efficiencies have also been identified for 2019/20 and 20/21 budget setting these include:

- Renegotiating the Council's ICT related contracts to generate greater savings
- reduction in discretionary budgets and spend in discretionary areas, such as external legal advice.
- Reduce staff learning and development budgets but prioritise essential and statutory training needs to manage spend.
- streamlining of Emergency Service Provision for Edinburgh Shared Repairs Service budget

What could change?

- Increasing efficiency with public money
- Shift staff time from process heavy tasks to focus on higher priority tasks improving service delivery.
- Further automation of transactions will increase the ease and speed of the Council's delivery of vital services
- Improved end to end process for a broader range of council services
- Reduced expenditure on temporary staff and overtime
- Even greater focus on reducing sickness absence

<u>Current Spend:</u>					<u>Savings</u>
Efficiency Target 1.55%	-				£9.500m
Other Efficiencies	-				£2.466m
<u>Total</u>	<u>N/A</u>			<u>Total Savings for 2019/20:</u>	<u>£11.966m</u>
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Efficiency Target 1.55%	£9.500m	£9.500m	£9.500m		£38.000m
Other Efficiencies	£0.283m	-	-		£2.749m
<u>Total:</u>				Total Savings:	<u>£40.749m</u>

12. Homelessness Investment

What is being proposed?

The Council has an obligation to support anyone who presents themselves as homeless and in need of support. While there are wider social efforts to reduce the need for this, there are also ways in which temporary accommodation can be made more cost-effective.

Void Rates

Invest in extra staff to help prepare accommodation between occupations and reduce the amount of time that accommodation is sitting empty (known as “void rates”).

Revenue Officers

Invest in additional officers to increase financial support and inclusion for temporary accommodation service users which will widen housing options and promote financial stability

Scottish Government Framework for Electricity and Gas

The Council would adopt the Scottish Government framework for the supply of energy for temporary accommodation which will benefit from nationally negotiated rates.

What could change?

- Reducing void rates and increasing revenue would assist in supporting more homeless people into accommodation as soon as possible
- This would reduce reliance on more expensive B&B accommodation and improve outcomes for people
- Additional staff could come from the Council’s internal redeployment pool and therefore be cost neutral
- Gas and electricity provision may require tendering process to establish a single supplier

<u>Current Spend</u>					<u>Savings</u>
Void Rates	-				£0.090m
Revenue Officers	-				£0.175m
Electricity and Gas	-				£0.030m
<u>Total:</u>	-	Total Savings for 2019/20:			<u>£0.295m</u>
<u>Future savings</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Void Rates	-	-	-		£0.090m
Revenue Officers	-	-	-		£0.175m
Electricity and Gas	£0.060m	-	-		£0.090
<u>Total:</u>	<u>£0.060m</u>	-	-	Total Savings:	<u>£0.355m</u>

13. Partnership Working

What is being proposed?

To deliver services, the Council works with a wide array of partners, from Police Scotland and the NHS, to voluntary/third-sector organisations and our IT partner. We will collaborate differently in order to seek efficiencies, improved outcomes and to better share responsibilities where appropriate.

Edinburgh Partnership and Third-Party Grants

The Council will look to review how we use grant funding to support multi-agency projects across the city and in keeping with the new legislative framework, we will look to share responsibility for funding the Edinburgh Partnership and its infrastructure with our statutory partners.

Third Party Contractual Arrangements

The Council works closely with 3rd party providers, including the NHS to support children and families. We will work in partnership with them to ensure services take account of a changed profile of need, legislative requirements and deliver best value for money.

Police Joint Working/Police Funding

Services jointly run by the Council and Police Scotland (such as CCTV, community policing and environmental teams) could be run from a joint facility and co-locating staff from both agencies.

The City of Edinburgh is one of only three LAs to contribute to Police funding, further savings could be made by bringing ourselves further in line with other Authorities and reducing additional contributions to Police Scotland's budget.

Joint Waste

We will look to develop a joint framework for procurement in waste collection and disposal. By combining with other Authorities, we can unlock savings by working together. It would also be possible to increase the level of recycling by lining-up materials recycled by each Local Authority (LA)

What could change?

- The Council contribution to Police Scotland's funding would reduce
- By combining the volume of waste generated by each LA it is possible to reduce the per-ton cost of waste disposal
- Increase the level of waste going being recycled
- Increased efficiency of back office functions could lead to improved customer service by allowing staff to focus on priority areas
- Improved collaboration on public safety

<u>Current Spend:</u>					<u>Savings</u>
Ed Partnership	} £9.00m				£0.040m
Third Party Grants					-
3 rd Party Contracts					£0.175m
Police Funding	£2.600m				£0.522m
Joint Waste	-				£0.325m
	-				
<u>Total:</u>	<u>£11.600m</u>	<u>Total savings for 2019/20:</u>			<u>£1.062m</u>
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		<u>Overall</u>
Ed Partnership	-	-	-		£0.040m
Third Party Grants	£1.250m	-	-		£1.250m
3 rd Party Contracts	-	-	-		£0.175m
Police Funding	-	-	-		£0.522m
Police Joint Working*	-	£1.000m	-		£1.000m
Joint Waste	£0.325m	-	-		£0.650m
<u>Total:</u>	<u>£1.575m</u>	<u>£1.000m</u>		Total Savings:	<u>£3.637m</u>

14. Service Design and Our Assets

What is being proposed?

Asset Management Strategy and Service Re-provisioning

The Council delivers its services through an extensive operational property portfolio, which incorporates 760 buildings across the City. By adopting a service led approach to the future design and re provisioning of Council Services, rather than simply an asset or buildings based approach. We will engage with citizens, service users and communities to plan for the co-location of our services into multiple use “hubs”. This would enable the Council to reduce the number of buildings it currently operates and all the associated running costs that these have. This approach to service design also creates the opportunity for the Council to have a more flexible, sustainable estate that reduces our environmental impact.

Culture Services Review

To investigate the feasibility of the potential to create a new museum and gallery for Edinburgh. Consolidating existing Council-run cultural venues (People’s Story, Museum of Edinburgh, City Art Centre, Trinity Apse, Writer’s Museum, Museum of Childhood, City Archives and reserve collections housed across the city) would allow much needed additional physical, educational and digital access to nationally-significant collections.

What could change?

- Fewer buildings will result in lower running costs
- Services can be grouped together making it easier for citizens to access locally
- Income generated by leasing out surplus buildings
- Creation of a refocused, sustainable and cost-effective and international standard service for Museums and Galleries, Archives and Records in the city

Current Spend:	<u>£66.0m</u>			<u>£0.250m</u>
Asset Management	£65m			£0.250m
Culture	£1.00m			
Total:	<u>£66.0m</u>	<u>Total Savings for 2019/20:</u>		<u>£0.250m</u>
<u>Future savings:</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>Overall</u>
Asset Management	£1.100m	£1.100m	-	£2.450m
Culture	£0.150m	-	£0.350m	£0.500m
Total:	<u>£1.250m</u>	<u>£1.100m</u>	<u>£0.350m</u>	Total Savings: <u>£2.950m</u>