

Finance and Resources Committee

10.00am, Thursday 16 January 2014

Budget Proposals 2014/15: Overview of Feedback and Engagement

Item number	7.7
Report number	
Wards	All

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Executive summary

Budget Proposals 2014/15: Overview of Feedback and Engagement

Summary

This report covers the findings of the budget engagement around the 2014/15 Budget proposals and includes:

- summary of approach to engaging the public and stakeholders on the 2014/15 budget proposals including communications activity and reach achieved; and
- summary of the feedback and results to date.

This report provides analysis of feedback on the proposals, and appropriate context, to assist Councillors in making decisions. This report does not suggest which budget decisions should be taken, as this is the role of elected members.

Once the decisions have been taken, the next step is to feed back to stakeholders and residents on the engagement and final budget decisions. A draft programme of ongoing engagement with the public and stakeholders on the budget over the next three years will also be developed and implemented after the 2014/15 budget is set.

Recommendations

It is recommended that the Finance and Resources Committee notes:

1. the report and the emerging themes of the feedback from the consultation for each service area; and
2. that the outcome of the engagement and budget decisions will be communicated through the process of setting the Council's Budget for 2014/15.

Measures of success

The feedback from the participants of the consultation together with the secondary data and performance information should be considered collectively to inform the budget planning and decision-making.

Financial impact

All costs were funded from within existing budgets.

Equalities impact

Every effort was made to ensure that the approach to consultation was accessible to equalities groups. The survey was made available in different formats – online, paper, large print and by telephone interview. Through continuous analysis of the survey communications, effort was targeted where there were low responses from a certain

demographic, or from a certain area of the city. The budget narrative and survey was also circulated to all members of the Edinburgh Equalities Network.

Sustainability impact

The survey provides evidence on citizen and stakeholder perceptions and priorities which will enable services to adapt, to be delivered more efficiently and to understand customer and community needs. Through this improved understanding, it is expected that the budget engagement process will have a positive impact on social justice and economic wellbeing.

Consultation and engagement

Throughout the engagement period, services have been consulted on appropriate methods for engaging the public and stakeholders and to ensure that every effort was made within services to maximise reach. An evaluation of the whole approach will be carried out at the end of the engagement period with elected members and services to determine what went well and what could be improved for future budget engagement.

Background reading / external references

The approach undertaken for the budget engagement is detailed in Appendix 1 of this report together with a summary of the results.

Budget Proposals 2014/15: Overview of Engagement and Feedback

1. Background

- 1.1 Communications and engagement activities commenced week ending 4 October and ended on 20 December (Community Councils and carers were given an extension to 6 January).

2. Main report

- 2.1 The overall aim of the engagement was to increase awareness of the Council's budget position and increase knowledge of the range and cost of our services, in addition to the likely impact of the proposed budget decisions. This was in response to the public's interest in a more comprehensive overview of council budget as found in local research in the last two years.
- 2.2 This year's engagement therefore focused on establishing mechanisms and processes to capture on-going comment and on reach across the Edinburgh area, including through existing engagement activity in service areas and research.
- 2.3 Communications supporting the engagement focused on direct engagement with stakeholders with a strong call to action to share feedback. Corporate communications activity incorporated traditional channels such as media, posters, website and leaflets. Social media channels eg Twitter, Facebook, LinkedIn and Pinterest were used extensively to extend the reach. However, the most effective approach is often face-to-face so activity provided councillors and service managers with a range of tools to support and supplement conversations with stakeholders. More details of the communications activity and its reach are outlined in Appendix 2.
- 2.4 A number of meetings with residents, service users, partners and stakeholder organisations were held to engage people. While a more detailed account of the engagement activities undertaken and their reach are in Appendix 3, service areas undertook a range of activities including:
- Services for Communities has targeted over 3678 individuals and organisations through 33 activities including 11 Neighbourhood Partnership meetings, leaflet drop, mail drop to Community Council members, 3 Twitter feeds (2,882+ followers reached), 2 Facebook campaigns and 15 other activities.
 - Health and Social Care has targeted over 1515 individuals and organisations through 20 activities including a mail drop to 900 carers, email to 500 providers, mental health meetings and 16 other activities.

- Children and Families has targeted over 8708 individuals and groups through 18 activities including a mail drop to 140 Parent Council Chairs, 140 head teachers, staff meetings and mail drop to 8000 staff and other activities.
- Economic Development held a meeting with the Business Forum, Federation of Small Businesses and the Edinburgh Chamber of Commerce.
- Corporate Governance has targeted all Council staff via email, facilitated focused discussions with the Edinburgh Equalities Network, voluntary sector organisations and participants of the Edinburgh People survey.

2.5 The communications and engagement activities reached over 68,000 people who were encouraged to comment on the proposals through printed material, website, email, social media, meetings and letters. More than 250 email contacts were received in relation to the budget from a mix of organisations and individuals. There were 341 responses to the online survey, generally from individuals but some from groups or organisations. More than 200 social media comments were received in relation to the budget.

2.6 While a more detailed review of the findings and views expressed through the engagement process is in Appendix 1, the main themes can be summarised as:

- There is strong support for preventative approaches for both adults, and children and young people. Early intervention and rehabilitation are recognised as common-sense ways of saving money in the long term.
- Respondents view care for vulnerable people as being a core purpose of the Council and a moral imperative. Measures to support care for the elderly and provide additional resources for mental health issues are viewed positively.
- Separate to the budget consultation a petition was launched to discourage the Council from making any cuts to education services for children with additional support needs. This petition has received almost 2,500 signatures.
- Budget savings in schools are viewed most negatively:+
- It is felt, in the strongest terms, that the proposals fail to appreciate the importance of librarians in schools and the contribution they make to the curriculum for excellence.
 - The consolidation of some higher and advanced higher classes at a limited number of schools is opposed because of the loss of time young people would experience when travelling between locations. This is perceived as creating a barrier for the education of less confident and independent young people.
 - Growth in class sizes is seen as a retrograde step that would have negative consequences for educational outcomes for children. Teachers welcome assurances that class size restrictions of 20 for English and Maths would continue to apply in deprived areas, but are concerned over the details of how “deprived areas” would be determined.

- The proposal to review management support for small primary schools received general support, but is opposed by teacher and other education professionals. Schools management is felt to have been the target of previous efficiency savings.
- Additional road and pavement spending is supported but there are a range of suggestions around this and related to parking. Parking charges face limited opposition and the suggestion is made that simply increasing charges is a blunt tool to reduce traffic in the city.
- It is felt that more funding for street cleaning is needed and that other measures can be taken to improve the appearance of the built environment. Additional responsibilities are suggested for business owners to clean their shop fronts, with an additional workforce of offenders and the unemployed being brought in to assist with litter picking and street cleaning.
- There is strong support for the Edinburgh Guarantee programme to promote youth employment and a desire to see this programme expanded.
- Respondents recognise the important contribution made to the life of citizens and the success of the city through culture and sport. However the value of arts and culture funding is doubted when viewed alongside cuts to other services considered to be more important.

2.7 The volume of response to the ten most mentioned issued are as follows:

Ranking	Theme	Mentions
1	Opposition to cuts to services for children with additional support needs	>2,500 petitions 30-50 comments
2	Opposition to school library changes	70-100 comments
3	Suggestion that staff and Councillor numbers and pay should be cut	50-70 comments
4	Suggestion that trams be scrapped / trams are to blame for the budget problems	50-70 comments
5	Support for preventative measures in the care of children and adults	30-50 comments
6	Opposition to class size increases for English and Maths	30-50 comments
7	Opposition to centralisation of advanced / higher classes	20-30 comments
8	Support for the Edinburgh Guarantee / extension of Edinburgh Guarantee	20-30 comments
9	Opposition to cultural spending / winter festival spending	20-30 comments
10	Support for additional road spending	<20 comments

2.8 The results of the 2013 Edinburgh People Survey will be reported to the Corporate Policy and Strategy Committee in February 2014. These results include

the feedback of an additional 5,000 Edinburgh residents, from all areas of the city, on corporate priorities and satisfaction with universal services.

- 2.9 The next step is to feedback to stakeholders and residents on the engagement and final budget decisions. This is included in the communications activity plan for the setting and approval of the Council Budget motion at the City of Edinburgh Council meeting in February. A draft programme of ongoing engagement with the public and stakeholders on the budget over the next three years will also be developed and implemented after the 2014/15 budget is set.

3 Recommendations

- 3.1 It is recommended that the Finance and Resources Committee notes:
- 3.1.1 the report and the emerging themes of the feedback from the consultation for each service area; and
 - 3.1.2 that the outcome of the engagement and budget decisions will be communicated through the process of setting the Council's Budget for 2014/14.

Alastair Maclean

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Links

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Appendices

Appendix 1 – Main findings

Appendix 2 – Communications Activity

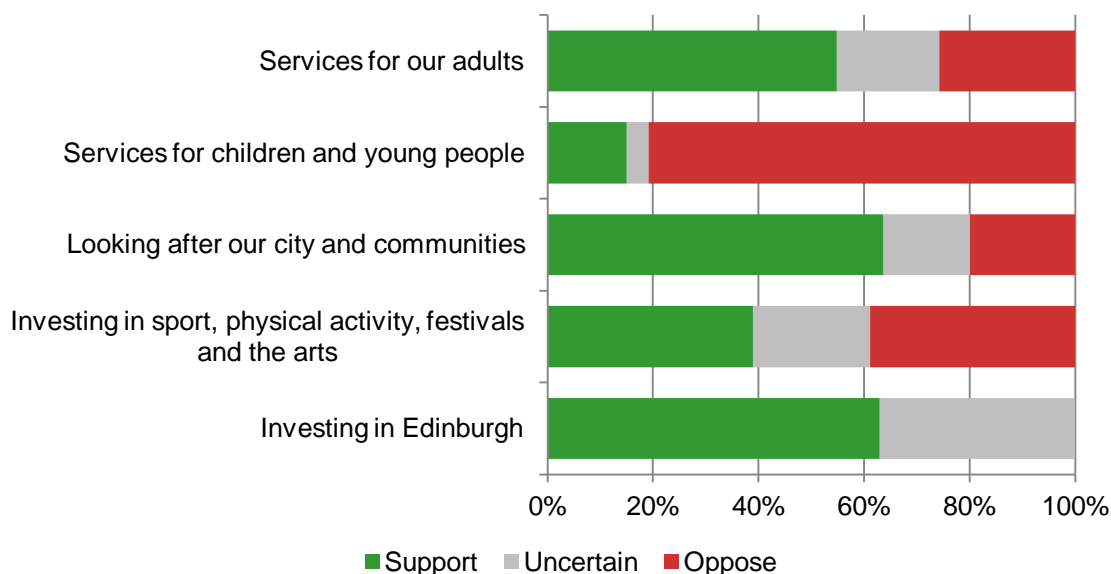
Appendix 3 – Consultation Activity

Main Findings

1. General feedback on the consultation

- 1.1 In each budget consultation exercise, the Council attempts to balance the information it provides. The difficulty faced is that too much detailed information is a barrier that prevents and discourages any participation in the consultation; but where too little or too high level information is supplied respondents feel unable to give any opinion. This issue is relatively easy to address in face-to-face consultation exercises where additional information can be provided, but remains an issue in the production of any written or visual material.
- 1.2 However, the approach adopted for this year's consultation exercise has resulted in an overall qualitative improvement in the responses received. Respondents have expressed their support and concerns more specifically than in previous years, where they had been asked to consent or oppose to a range of unrelated budget proposals.
- 1.3 All sections of the budget consultation received some negative feedback over the clarity of the proposals. In a minority of cases this was because the language used in the consultation was deemed to be difficult to understand, but more regularly it was because terms employed were felt to be ambiguous, for example words such as "review" and "efficient" were felt to convey little information about actual impacts on services and there is an opportunity to make this information clearer in future.
- 1.4 There is a clear, though not universal, belief amongst respondents that zero-impact efficiencies are possible. Respondents request cuts to all wages, in particular those of senior managers and Councillors. Council managers are seen to be inefficient and removing large numbers of these posts is viewed as generating significant savings. There is a belief that many Councillors benefit from large expenses claims, extensive taxi travel and foreign trips at the expense of tax payers.
- 1.5 While there is an acknowledgement that the Council is facing budget cuts beyond its control, perceived inefficiencies mean respondents are more hostile to reductions. The tram remains a dominant factor in feedback, with respondents citing the additional spending on trams as the main or sole reason for budget cuts.
- 1.6 Despite these critical views, respondents have also engaged pragmatically with the budget savings. As a result, opposition has tended to be stronger on specific items than across all budget proposals. Respondents appreciate what they see as genuine efforts to find the best solution from a set of difficult and unpopular choices; while some of the budget proposals have been met with enthusiasm in this context.

1.7 The overall tone of responses to the consultation is summarised in the graphic below, indicating whether comments received can be described as broadly supportive or broadly in opposition to the proposals.



2. Preventative care and early intervention

- 2.1 Respondents were supportive of intelligent approaches to spending commitments. In both services for adults and services for children and young people, there was strong support for preventative measures and early intervention as effective means of dealing with issues and reducing costs to the Council later.
- 2.2 For older people, and adults in general, support and suggestions were received in relation to health and wellbeing. Support for cycling and sports was viewed as having positive impacts for people of all ages. An apparent change of focus from managing decline in the elderly to encouraging independence was viewed as having positive health and social benefits. Comments were also made in support of the Edible Edinburgh food initiative and efforts to improve access to quality food. All of these approaches were recognised as reducing costs in the long term.
- 2.3 Support for early intervention with children and young people was general, and on two distinct themes. Nursery schooling and support for very young children received support; the early development of children was recognised as especially important for the individual's long-term prospects. Where children were at risk there was also support for the Council taking early action to reduce harm.
- 2.4 There was no stated opposition to prevention and early intervention as priorities, but where measures were viewed as being contrary to this common sense approach, respondents were strongly opposed to them. School library staff reductions were cited as ignoring the long-term benefits of reading, and other cuts to services for young people were opposed on the grounds that the long-term costs of dealing with problems far outweighed the short term spending.

3 Care for the vulnerable

- 3.1 There was support and recognition for a range of measures in the Council budget aimed at protecting the vulnerable and securing the service budgets required to do so. Additional spending on mental health issues, ring fenced care for the elderly and rehabilitation of offenders, were all regarded as positive.
- 3.2 Care for vulnerable children was a complex issue. While there was no question that it should be a priority, a range of opinions were expressed on the best course of action, some of which were from officers and other education and welfare professionals. A reduction in the “need for” residential care was supported, but it was stressed that for some children a period of residential care was the best option and the Council should be cautious about seeking savings in this area. For other children it was suggested that kinship care – a role similar to fostering but carried out by a relative of the child – was the best solution and that the Council’s plans did not do enough to support this.
- 3.3 Respondents viewed care for vulnerable people as being a core purpose of the Council and a moral imperative. Cuts to services were viewed in the context of perceived likely impact on vulnerable people and it was felt that these services were essential and should not face cuts. But comments received also indicate that there is a balance to be struck and entirely safeguarding services for vulnerable people at the expense of mainstream services would not be universally popular.
- 3.4 Separate to the budget consultation a petition was launched to discourage the Council from making any cuts to education services for children with additional support needs. This petition has received around 2,500 signatures, the majority of which are from Edinburgh residents, citing personal connections with children with additional support needs or mentioning personal stories of witnessing a young person growing up without the support they needed. Many signatories were non-Edinburgh residents claiming a local or family connection and a minority were from individuals with general concerns about the welfare of children, but no stated connection to Edinburgh.

4 School savings

- 4.1 Reductions in the children and young people categories had the strongest opposition of any budget category. Most of the negative feedback was received from teachers and other education professionals, although there was also opposition from parent councils and, to a lesser extent, from the general public.
- 4.2 The proposal to assign one librarian to two schools appears to have been a galvanising issue for opposition to a range of proposals. A standard form email response to the consultation was created to a range of budget proposals and sections of this were also copied directly into the online survey. It was felt, in the strongest terms, that the proposals failed to appreciate the importance of librarians in schools and the contribution they made to the curriculum for excellence. Further it was stated that splitting time between schools would be impractical and would mean library facilities would be closed for extended periods. Comments also indicated that as Edinburgh is a UNESCO city of literature, reducing library access to children was especially unpalatable.

- 4.3 The consolidation of some higher and advanced higher classes at a limited number of schools was opposed because of the loss of time young people would experience when travelling between locations and would in itself create a barrier for the education of less confident and independent young people. There was concern that larger classes at the higher level would result in poorer educational outcomes. Education professionals were concerned that class concentration would lead to the creation of a new tier of school, which would be viewed as more prestigious than other high schools.
- 4.4 The proposal to review management for small primary schools received general support, but was opposed by teacher and other education professionals. Schools management was felt to have been the target of previous efficiency savings. Professionals observed that small and large schools have similar administrative burdens and primary school head teachers expressed concern over how less administrative support could be managed in the context of child protection and health and safety requirements if primary school head teachers were required to take on a regular teaching role. The expanded teaching role for primary school heads was also opposed on the same grounds.
- 4.5 Teachers welcomed assurances that class size restrictions of 20 for English and Maths would continue to apply in deprived areas, but were concerned over the details of how “deprived areas” would be determined. There was a feeling that this growth in class sizes was a retrograde step that would have negative consequences for educational outcomes for children.

5 Looking after the city

- 5.1 The budget proposals around looking after the city had broad support. More than any other area, this was one where respondents felt able to offer suggestions for improvement – this may be due to the visible, front-line nature of the services in this section and the familiarity many respondents feel with them.
- 5.2 Within this area there was a sense that the proposals focused on the right services. Additional road and pavement spending was supported but there were a range of suggestions around this and related to parking. One group of respondents favours making the city more accessible to cars and charging cyclists for the creation of cycle ways, while the other wants to see cars banned from the city centre and a large expansion of cycling and walking routes.
- 5.3 Parking charges faced limited opposition and the suggestion was made that simply increasing parking charges was a blunt tool to reduce traffic in the city.
- 5.4 The proposed changes to bowling greens were opposed by the 75+ age group, who suggested that bowling greens would be better used if the Council better maintained them.
- 5.5 The Council’s approach to street cleaning and litter was considered by several respondents. It was felt that more funding for street cleaning was needed and that other measures could be taken to improve the appearance of the built environment. Additional responsibilities were suggested for business owners to

clean their shop fronts, with an additional workforce of offenders and the unemployed being brought in to assist with litter picking and street cleaning.

- 5.6 Co-location of services in local hubs was perceived as a positive means of both reducing costs and improving services; it appears much of this feedback came from Council employees.

6 Council transport

- 6.1 Arrangements for Council transport emerged as a spontaneous issue in several areas of the consultation. For staff transport was seen as an area of inefficiency, while for the public it was a subject of complaint.
- 6.2 Staff members made suggestions for how their own work could be done differently with changes to transport arrangements. Whether this was better management of fleet vehicles or simply explaining how the negative impacts of having to rely on public transport reduced their time with clients.
- 6.3 As previously mentioned, the public perceive all Council staff as frequently using taxis – especially elected members – and this is viewed negatively. For these respondents, it is likely to be difficult for the Council to justify any employee travel by taxi.

7 Edinburgh Guarantee and employability

- 7.1 Respondents demonstrated understanding and concern over the problems of youth unemployment. There was strong support for the Edinburgh Guarantee and a desire to see this programme expanded. In particular it was suggested that the Council could look to take on more modern apprentices and that the programme should be extended to cover a wider age range.
- 7.2 There was a feeling that not enough was done to support young people into work at earlier stages, that further education and employment advice in schools needed to be better and that young people should be made more comfortable moving from education into employment.

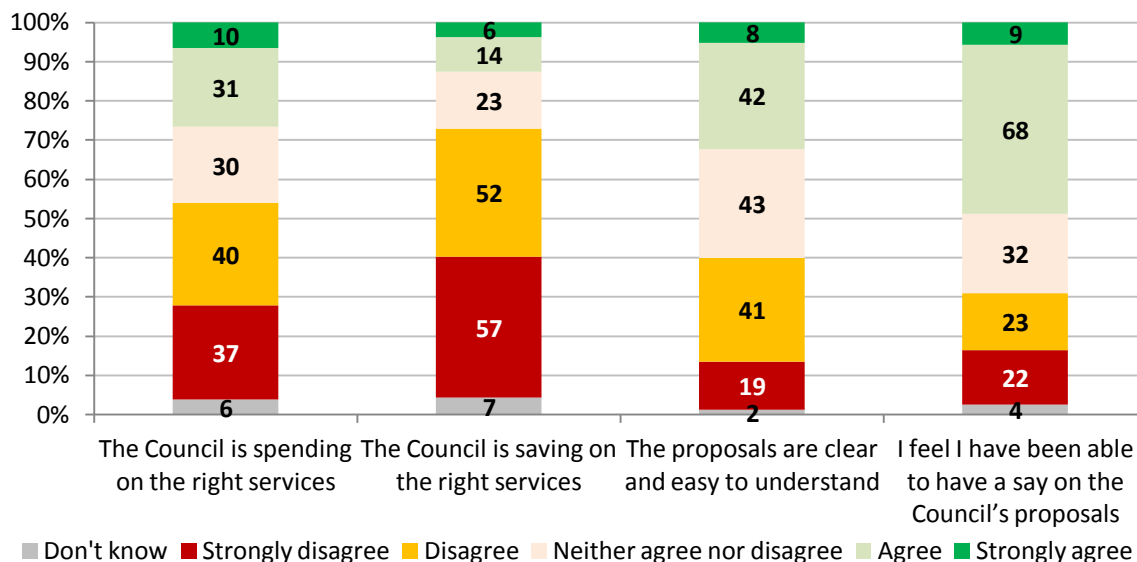
8 Festivals, arts and sport

- 8.1 Respondents recognised the important contribution made to the life of citizens and the success of the city through culture and sport. The historic contribution made by Edinburgh was important and specific recognition of the city – such as the UNESCO City of Literature accolade and the National Performance Centre for Sport – was important to respondents.
- 8.2 However the value of arts and culture funding was doubted when viewed alongside cuts to other services considered to be more important. Spending on festivals was criticised and, for some, several of the activities associated with the winter festivals were seen as wasteful. The cycle of regularly replacing turf in city centre gardens was thought to be very expensive.
- 8.3 Respondents felt that the cost of the winter festivals should be funded, at least partly, by the businesses that benefit from it rather than by the Council. There was

no apparent awareness of the extent to which festival activities are already privately funded.

9 Agreement with budget proposals

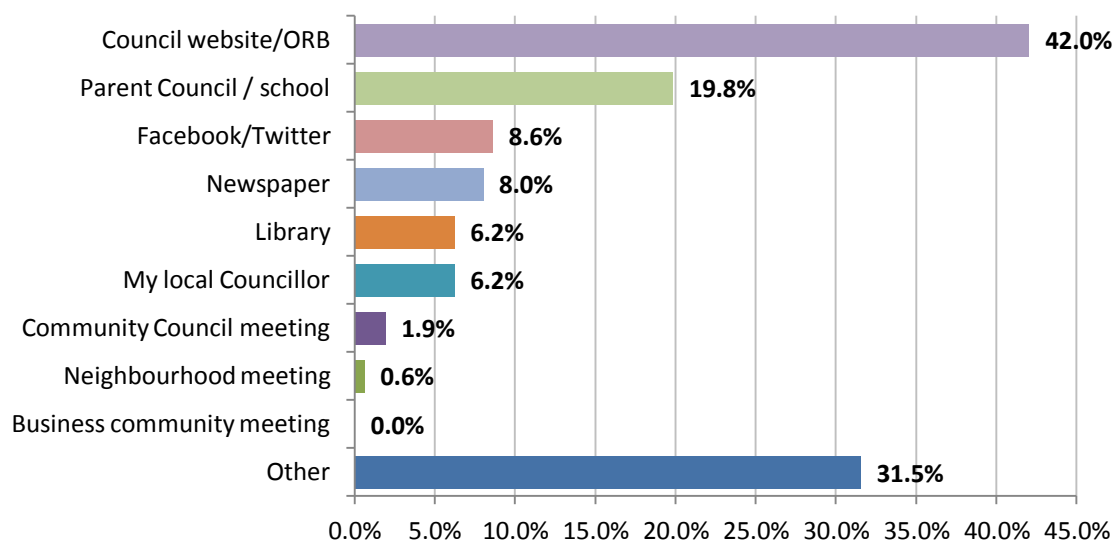
9.1 Respondents to the online survey were asked to give their views on the Council's budget proposals. It should be noted that only 162 people chose to answer these questions. The following graphic summarises those responses.



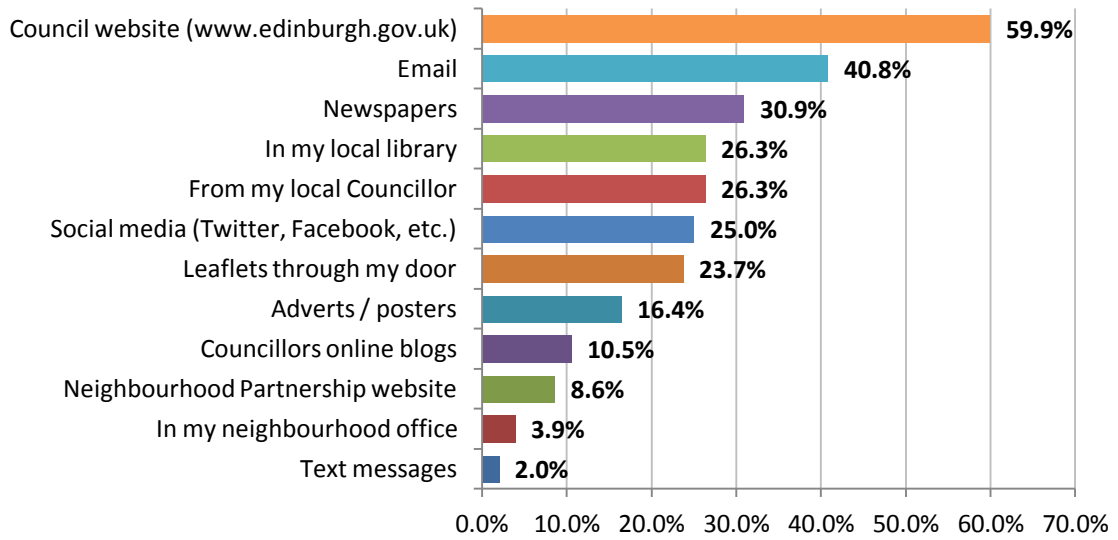
10 Learning about budget proposals

10.1 Respondents to the online survey were asked how they learned about the budget proposals and how they would like to hear about budget proposals in future. It should be noted that the online survey is likely to be biased in favour of electronic methods of communication and that all residents' views will differ.

10.2 The following graphic summarises how respondents learned about the survey.



10.3 The following graphic summarises how respondents would like to hear about budget consultations in future.



Communications Activity

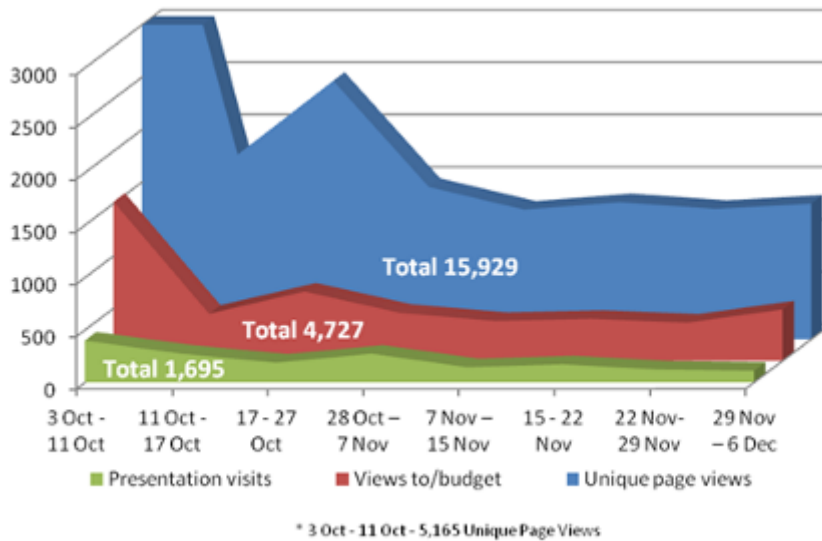
1 Materials

- 1.1 Materials and activity were to establish one clear storyboard for engagement and communication with a visual approach to communications incorporating “infographics”.
- 1.2 The budget “film” and interactive presentation was used at these meetings as well as other material being widely circulated to the public and stakeholders through the Council’s website, presentations by elected members, surgeries, libraries, neighbourhood offices, public meetings and events, staff briefings, the Edinburgh People Survey, local networks, forums and Council mailing lists.
- 1.3 The material aimed to be contemporary, dynamic and engaging, with a consistent identity and message, including:
 - interactive presentation and film: available on USBs, website and through Budget App for Councillors;
 - budget mini-site on council website: fully updated with 2014/15 proposals, film and presentation embedded, homepage carousel and news items, ‘adverts’ on most used pages including council jobs, school terms dates and libraries landing page;
 - printed material: leaflet, feedback form, posters, flyers;
 - articles in range of partner and interest group newsletters eg Scottish Greens News (Southside and Newington), neighbourhood partnerships;
 - online and social media: extensive used of corporate and targeted social media accounts including councillor twitter Q&A sessions;
 - proactive media eg briefings with conveners on specific topics, leading to extensive press coverage in the Edinburgh Evening News and the Edinburgh Reporter;
 - email: Leader’s Report, respondents of the 2013/14 budget survey, key stakeholder groups, community councils, equality, sustainability, Fair Trade and other networks, footer for staff and councillors, Council staff;
 - Council contact centre: call waiting message on public enquiry lines;
 - plasma and digital screens: extensive use of screens in 6 neighbourhood offices and 28 libraries across the city promoting budget engagement and displaying budget film;
 - on-street digital bus shelters in Princes Street and Morningside;
 - internal/staff communication: Magnet, Orb, Connect managers briefings, Chief Executive updates; and

- feedback channels: face to face, online feedback form, printed feedback form, freepost address, email address and telephone.

2 Website activity

- 2.1 Activity peaked in October with a total of 9,393 unique views to the Council's budget web pages. The highest weekly views were 5,165 from 3-11 October and interest remained steady throughout the budget engagement. The average weekly unique page views the budget web pages was 1,770.
- 2.2 There were 1,695 total views of the online film and presentation and 4,727 total views of main page of the budget mini-site.

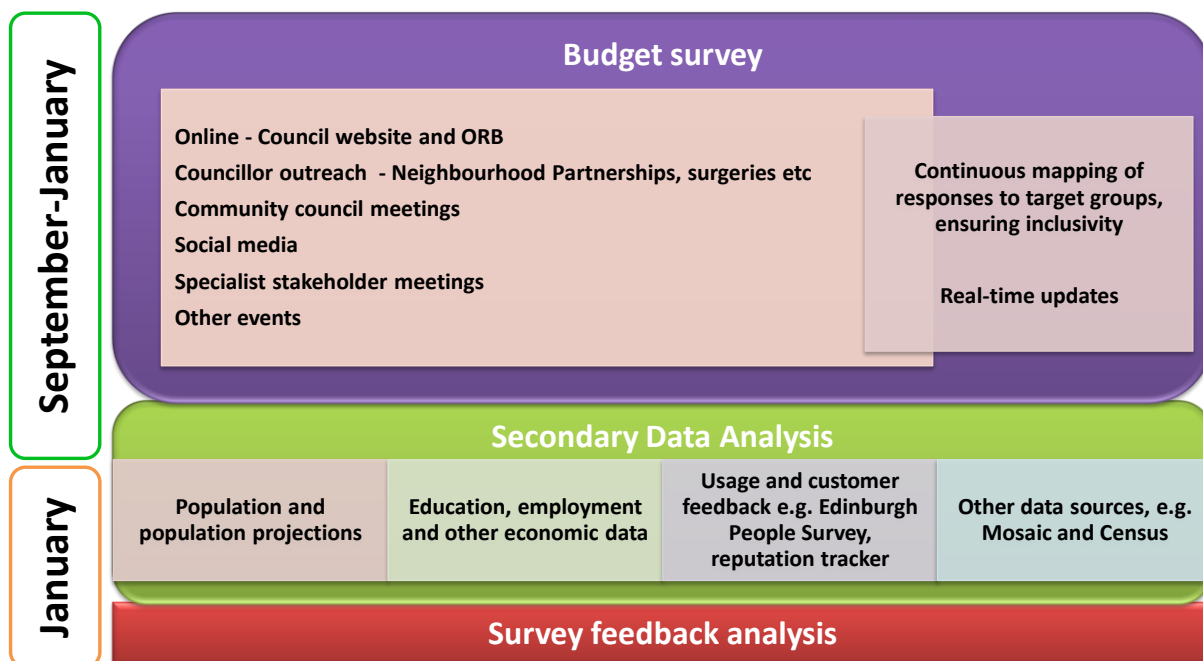


3 Corporate social media activity

Twitter	
Number of tweets on corporate account	30
Councillor live Q&A sessions	5
Average reach for a twitter update	33,900
Highest reach of a tweet	96,100
Facebook	
Number of posts on corporate account	8
Average reach of an update	380
Highest reach of an update	756
Percentage of people visiting from Facebook and twitter	10%

Consultation Activity

- 1 The approach and timeline of the consultation and data gathering exercise is illustrated in the figure below.



- 2 The public and stakeholders were consulted using a range of methods as highlighted above. There was a clear process for people to give their feedback on the budget. This included a survey which was available online and in paper copy. The public were also invited to give their comments during meetings and via email. All feedback has been included in the overall analysis.
- 3 The survey was open from week ending 4 October to 20 December. The survey deadline was extended to January 6 for Community Councils.
- 4 The survey included a series of open-ended questions inviting respondents to comment on each service area, as follows:
- what they like and least like about the proposals and reasons why;
 - any areas of concern;
 - potential impacts of the proposal on different groups and locations; and
 - suggestions for saving money.
- 5 At the end of the survey, respondents were asked how much they agreed or disagreed that we were spending and saving in the right areas; if the proposals were clear to understand and if they felt they were able to have a say. Any specific issues were forwarded to relevant services and questions from respondents were used to update the budget communications.

- 6 To ensure all groups had an opportunity to participate, responses were tracked continuously and communications and alternative methods were used to increase reach to groups under-represented.
- 7 Secondary analysis of the findings was also carried out with key demographic information such as population and census data, economic and employment data will be undertaken. Importantly the results of the 2013 Edinburgh People's Survey are just available, allowing us to capture the priorities and perceptions of an additional 5000 residents across the city.
- 8 The engagement activities reached a significant number of stakeholders, city groups and individuals with:
- 10,000+ letters sent
 - 27,000+ emails sent
 - 30,700+ followers of our social media channels
 - 800+ people and organisations attending meetings.
- 9 Elected members attended approximately 32 of the meetings.
- 10 In addition to meetings with Council staff (many of whom are Council residents) and representatives of trades unions, a wide range of stakeholder groups were given the opportunity – by direct mail, survey, web/social media activity or attendance at meetings – to review and give feedback on the budget proposals. These groups included:
- Economy Committee discussion on Disability Review
 - Parliamentary Briefing on Budget
 - Consultative Committee with Parents
 - Deans Park Primary School Parent Council
 - Ratho Primary School Parent Council
 - Meeting with managers/chief executives of voluntary organisations who provide services under contract
 - Craigentiny/Duddingston Neighbourhood Partnership Board business meeting
 - Currie Primary School Parent Council
 - Police Scotland
 - Living In Harmony Black and minority ethnic community forum
 - HRA Capital Programme; including representatives from ETF
 - Leith Neighbourhood - Business Meeting
 - Inverleith Neighbourhood
 - City Centre Neighbourhood Board Meeting
 - Parent Councils Meeting
 - Edinburgh businesses forum
 - Homeless Planning Group: Public Sector Partners and representatives of voluntary sector providers
 - Inverleith Health Event
 - Edinburgh Civic Forum
 - Economy Committee discussion on Childcare Review
 - Grange/Prestonfield Community Council
 - VOCAL grants meeting
 - Edinburgh East Save our Services
 - Western Edinburgh Neighbourhood Team (leaflet drop)

- Forth Health Summit
- South Central Neighbourhood Partnership meeting
- Pentlands and South West Neighbourhood joint meeting
- Checkpoint group for the Commissioning Strategy for Care and Support
- Edinburgh Voluntary Organisations Council Conference
- Juniper Green Community Council
- Care for Carers
- Edinburgh Equality Network Budget Engagement
- Meet The Funders North
- Forth Neighbourhood Partnership business meeting in public
- Edinburgh Development Forum
- West End Community Council
- Fairmilehead Community Council
- Mental health wellbeing forum
- Western Edinburgh Neighbourhood Partnership public meeting
- Children's Partnership meeting
- Carer support hospital discharge steering group meeting
- Liberton and Gilmerton Neighbourhood Partnership
- Visit to James Gillespie's High School
- Edinburgh mental health planning forum
- Edinburgh Plan Advisory Group
- Strategic planning group carers
- Liberton/ Gilmerton Neighbourhood Partnership
- Western Edinburgh Neighbourhood Partnership
- Lyndoch House visit by Finance and resources convener/vice-convener
- Almond Neighbourhood Partnership Budget exhibition
- Mental health and substance misuse providers
- Personalisation core group
- Disability providers meeting
- Joint carers strategy working group
- Edinburgh Choose Life Group
- Care home providers meeting
- Colinton/Fairmilehead Neighbourhood Partnership
- Health in Mind meeting
- Crossroads Caring Scotland (Edinburgh) contract meeting
- Black and Ethnic Minority Advice Services
- East Neighbourhood Partnership
- 5000 participants in the Edinburgh People's Survey were invited to comment.