

Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 25th February, 2020

Dean of Guild Court Room - City Chambers

This is a public meeting and members of the public are welcome to attend

The law allows the Council to consider some issues in private. Any items under “Private Business” will not be published, although the decisions will be recorded in the minute.

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1. Order of Business

- 1.1 Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

2. Declaration of Interests

- 2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Deputations

- 3.1 If any

4. Minutes

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|-----|--|---------|
| 4.1 | Minute of Policy and Sustainability Committee of 26 November 2019 – submitted for approval as a correct record | 9 - 20 |
| 4.2 | Minute of Policy and Sustainability Committee of 21 January 2020 – submitted for approval as a correct record | 21 - 24 |

5. Forward Planning

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| 5.1 | Policy and Sustainability Committee Work Programme – February 2020 | 25 - 32 |
| 5.2 | Rolling Actions Log | 33 - 52 |

6. Business Bulletin

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7. Executive Decisions

7.1	Police Scotland - City of Edinburgh Division Update – Report by the Chief Executive	59 - 90
7.2	Local Fire and Rescue Plan - Review 2020 – Report by the Chief Executive	91 - 98
7.3	Review of Event Management Operations in Edinburgh - Edinburgh's Christmas – Report by the Chief Executive	99 - 114
7.4	Edinburgh Poverty Commission Progress Update – Report by the Chief Executive	115 - 124
7.5	Arm's Length External Organisations – Reporting to Committee – Report by the Chief Executive	125 - 130
7.6	Sustainability Programme Progress Update – Report by the Chief Executive	131 - 156
7.7	Draft Edinburgh Food Growing Strategy for Consultation – Report by the Chief Executive	157 - 178
7.8	Edible Edinburgh Sustainable Food Cities Co-ordinator – Report by the Chief Executive	179 - 184
7.9	City Strategic Investment Strategic Programme – Report by the Executive Director of Place	185 - 192
7.10	BioQuarter - Strategic Business Case – Report by the Executive Director of Place	193 - 230
7.11	City Strategic Investment Fund - Powderhall Stables – Report by	231 - 240

the Executive Director of Place

7.12	Granton Waterfront – Leading the Way in Sustainable Development: Programme Delivery Plan – Report by the Executive Director of Place	241 - 334
7.13	Response to the Gender Recognition Reform (Scotland) Bill Consultation – Report by the Chief Executive	335 - 342
7.14	Edinburgh Integration Joint Board Progress Report – Report by the Chief Officer, Edinburgh Health and Social Care Partnership	343 - 350
7.15	Filming in Edinburgh 2019 – Report by the Executive Director of Place	351 - 376
7.16	Refugee Resettlement – Report by the Executive Director for Communities and Families	377 - 384
7.17	Pay Policy – Report by the Executive Director of Resources	385 - 392

8. Routine Decisions

8.1	Audit Scotland Briefing: Preparing for Withdrawal from the European Union – Report by the Chief Executive	393 - 396
8.2	Housing Sustainability – referral from the Housing, Homelessness and Fair Work Committee	397 - 416
8.3	Contact Centre Performance - October-December 2019 – Report by the Executive Director of Resources	417 - 426
8.4	Welfare Reform Update – Report by the Executive Director of Resources	427 - 440

9. Motions

9.1	If any	
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10. Resolution to Consider in Private

- 10.1** The Committee, is requested under Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the public from the meeting for the following items of business on the grounds that they would involve the disclosure of exempt information as defined in Paragraphs [xx] of Part 1 of Schedule 7A of the Act.

11. Private Reports

- 11.1** Place and Communities and Families Organisational Review – 441 - 450
Report by the Chief Executive

Laurence Rockey

Head of Strategy and Communications

Committee Members

Councillor Adam McVey (Convener), Councillor Cammy Day (Vice-Convener), Councillor Robert Aldridge, Councillor Jim Campbell, Councillor Kate Campbell, Councillor Neil Gardiner, Councillor Gillian Gloyer, Councillor Graham Hutchison, Councillor Lesley Macinnes, Councillor John McLellan, Councillor Melanie Main, Councillor Ian Perry, Councillor Alasdair Rankin, Councillor Alex Staniforth, Councillor Susan Webber, Councillor Donald Wilson and Councillor Iain Whyte

Information about the Policy and Sustainability Committee

The Policy and Sustainability Committee consists of 17 Councillors and is appointed by the City of Edinburgh Council. The Policy and Sustainability Committee usually meets in the Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh. There is a seated public gallery and the meeting is open to all members of the public.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Jamie Macrae, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 553 8242 / 0131

529 4264, email jamie.macrae@edinburgh.gov.uk /
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A copy of the agenda and papers for this meeting will be available for inspection prior to the meeting at the main reception office, City Chambers, High Street, Edinburgh.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to www.edinburgh.gov.uk/cpol.

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Minutes

Policy and Sustainability Committee

10.00 am, Tuesday 26 November 2019

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Jim Campbell, Kate Campbell, Doran (substituting for Councillor Perry), Gardiner, Gloyer, Macinnes, McLellan, Main, Mowat (substituting for Councillor Hutchison), Frank Ross (substituting for Councillor Rankin for items 1 to 9), Staniforth, Webber, Whyte, Wilson and Work (substituting for Councillor Rankin for items 17 to 20).

1. Minutes

Decision

- a) To approve the minute of the Policy and Sustainability Committee of 1 October 2019 as a correct record.
- b) To approve the minute of the Policy and Sustainability Committee of 25 October 2019 as a correct record.

2. Policy and Sustainability Committee Work Programme November 2019

The Policy and Sustainability Committee Work Programme for November 2019 was presented.

Decision

To note the work programme.

(Reference – Work Programme November 2019, submitted.)

3. Policy and Sustainability Committee Rolling Actions Log

Details were provided of the outstanding actions arising from decisions taken by the Committee.

Decision

- 1) To agree to close the following actions:
 - Action 4** - Sickness Absence Policy
 - Action 9** - Transient Visitor Levy
 - Action 10** - Gender Pay Gap
 - Action 11** - Motion by Councillor McVey – Support for Council Employees Subject to Domestic Abuse (Full Council Motion)

Action 14 - City of Edinburgh Council Motion by Councillor Burgess – City of Edinburgh Climate Emergency Partnership

Action 15 - Sustainability Approach

Action 16 - Edinburgh and South East Scotland City Region Deal Update

Action 18 - Bike to Work Scheme Revamp - Motion by Councillor Main

Action 20(1) - Business Bulletin (Tourism Strategy)

2) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

4. Policy and Sustainability Committee Business Bulletin

The Policy and Sustainability Committee Business Bulletin was presented.

Decision

To note the Business Bulletin.

(Reference – Policy and Sustainability Committee Business Bulletin, submitted.)

5. Scottish Fire and Rescue Service – City of Edinburgh Area Update

The Scottish Fire and Rescue Service presented an update on the city-wide plans, policies and performance.

Decision

To note the report by the Chief Executive.

(Reference – report by the Chief Executive, submitted.)

6. Protocol on Elected Member Personal Safety

In response to a motion by Councillor Watt, details were provided on proposals for a protocol for elected members to report incidents of verbal or physical intimidation to ensure appropriate support could be provided.

Decision

- 1) To discharge the motion by Councillor Watt.
- 2) To agree the terms of the protocol as outlined in paragraphs 4.6-4.11 of the report by the Chief Executive.
- 3) To note that the terms of this protocol would be included in a planned refresh of elected member guidance.
- 4) To agree that revised guidance would be circulated to elected members as soon as possible.

(References – Act of Council No 28 of 30 May 2019; report by the Chief Executive, submitted.)

7. Tourism Statement and Strategy Consultation

An update was provided on the Council's tourism statement following the production of the draft Tourism Strategy 2030. A summary of the comments and questions from the briefings for Elected members was included.

Motion

- 1) To approve the updated draft Council tourism policy statement as detailed in Appendix 1 to the report by the Executive Director of Place.
- 2) To note the summary of the discussion at the Elected Member briefings on 15 August 2019 as detailed in Appendix 2 to the report.
- 3) To note the draft tourism strategy as detailed in Appendix 3 to the report which was currently out for consultation and that the consultation closed on 30 November 2019.
- 4) To encourage citizens, community councils and other interested parties to contribute to the consultation.
- 5) To note that the final strategy would be considered at a special meeting of the Policy and Sustainability Committee on 21 January 2020.
- 6) To note that the consultation deadline would be extended for a further 2-3 weeks.

- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

- 1) To approve the updated draft Council tourism policy statement as detailed in Appendix 1 to the report by the Executive Director of Place.
- 2) To note the summary of the discussion at the Elected Member briefings on 15 August 2019 as detailed in Appendix 2 to the report.
- 3) To note the draft tourism strategy as detailed in Appendix 3 to the report which was currently out for consultation and that the consultation closed on 30 November 2019.
- 4) To encourage citizens, community councils and other interested parties to contribute to the consultation.
- 5) To note that the final strategy would be considered at a special meeting of the Policy and Sustainability Committee on 21 January 2020.
- 6) To note the potential "indicators of success" detailed in the draft strategy and that no such measures were outlined in the Council Tourism Policy Statement and therefore agree that SMART measures be developed to track the success of the Strategy and that these should be submitted for scrutiny/approval, along with baseline data when the strategy was considered as outlined in 5) above.
- 7) To note that the consultation deadline would be extended for a further 2-3 weeks.

- moved by Councillor Whyte, seconded by Councillor Webber

Amendment 2

- 1) To delete 1) of the motion by Councillor McVey and replace with:

Approve the updated draft Council tourism policy statement (appendix 1) subject to the following changes:

Delete from 1.9 “Once in place, the TVL must be used to deliver the outcomes set out in key city and Council policy documents, benefitting both the city and helping shape the future growth of the industry.”

2030 should be considered the only deadline for tourism in the city becoming carbon neutral. The reference to a ‘hard deadline’ of 2037 should be removed.

‘Our Place’ section to include at end of recommendations ‘To include consideration of the night-life economy when taking decisions about transport and development in order to ensure that venues in Edinburgh, particularly live music venues, can thrive.’

Remove ‘Funds that are invested from the proposed TVL revenue should be transformative and directly relate to the ambitions set out in this strategy with a view to achieving clear outcomes and visible success for the city that benefit both residents and visitors’ from Partnership Recommendations.

- moved by Councillor Staniforth, seconded by Councillor Main

In accordance with Standing Order 21(11), Amendment 1 and Amendment 2 (para 4) were accepted as addendums to the motion.

Voting

The voting was as follows:

For the motion (as adjusted)	-	15 votes
For Amendment 2	-	2 votes

(For the motion (as adjusted): Councillors McVey (Convener), Aldridge, Jim Campbell, Kate Campbell, Day, Doran, Gardiner, Gloyer, Macinnes, McLellan, Mowat, Frank Ross, Webber, Whyte and Wilson.

For Amendment 2: Councillors Main and Staniforth

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To approve the updated draft Council tourism policy statement as detailed in Appendix 1 to the report by the Executive Director of Place subject to the following change:

‘Our Place’ section to include at end of recommendations ‘To include consideration of the night-life economy when taking decisions about transport and development in order to ensure that venues in Edinburgh, particularly live music venues, can thrive.’

- 2) To note the summary of the discussion at the Elected Member briefings on 15 August 2019 as detailed in Appendix 2 to the report.

- 3) To note the draft tourism strategy as detailed in Appendix 3 to the report which was currently out for consultation and that the consultation closed on 30 November 2019.
- 4) To encourage citizens, community councils and other interested parties to contribute to the consultation.
- 5) To note that the final strategy would be considered at a special meeting of the Policy and Sustainability Committee on 21 January 2020.
- 6) To note the potential “indicators of success” detailed in the draft strategy and that no such measures were outlined in the Council Tourism Policy Statement and therefore agree that SMART measures be developed to track the success of the Strategy and that these should be submitted for scrutiny/approval, along with baseline data when the strategy was considered as outlined in 5) above.
- 7) To note that the consultation deadline would be extended for a further 2-3 weeks.

(Reference – report by the Executive Director of Place, submitted.)

8. Transient Visitor Levy Bill Scottish Government Consultation

The Scottish Government had launched a consultation on a Transient Visitor Levy to inform the development of legislation. The Council’s proposed response to the consultation was summarised.

Decision

To approve the response to the Scottish Government’s consultation on the Transient Visitor Levy Bill as detailed in the report by the Chief Executive subject to the removal of the first line of the answer to Question 9.

(Reference – report by the Chief Executive, submitted.)

9. Edinburgh Poverty Commission Progress Update

An update was provided on the progress of the Edinburgh Poverty Commission since its formal launch in November 2018 together with the next steps planned during the final stages of the commission’s work programme towards March 2020.

Decision

- 1) To note the work carried out by the Edinburgh Poverty Commission and the emerging findings published by the Commission based on its inquiry progress to date.
- 2) To note the adoption by Council of Poverty and Sustainability as the policy priorities which would provide a focus for the development of the Council’s budget for 2020-23.
- 3) To agree that, in advance of final recommendations from the Commission, officers work with Edinburgh Partnership colleagues and other stakeholders to develop specific joint actions and options on key findings identified in the interim report, including in the first instance:

- a) A more streamlined, accessible, and high impact city-wide advice service for those seeking support on welfare rights, debt, homelessness, and employability.
 - b) A new approach to engaging local private sector leaders in designing a new Fair Work Guarantee for Edinburgh.
 - c) A change in culture among support service providers to tackle stigma and improve understanding of poverty and its impacts.
- 4) To agree the planned process for elected member engagement and consultation on draft final findings following their publication in January 2020.
 - 5) To agree that a further report on full Council responses to the Edinburgh Poverty Commission would be considered by Committee following publication of final findings in March 2020.

(Reference – report by the Chief Executive, submitted.)

10. City Strategic Investment Fund – Powderhall Stables

Details were provided on a proposal to allocate up to £700,000 funding from the City Strategic Investment Fund to the Powderhall Stables Project from 1 April 202 subject to it securing a grant of £1.21 million from the Scottish Government’s Regeneration Capital Grant Fund.

Decision

To continue consideration of the matter to January 2020 to allow for further detail and clarity about funding.

(Reference - report by the Executive Director of Place, submitted.)

11. Public Bodies Climate Change Duties Report 2018/19

Approval was sought for the Council’s statutory report for 2018/1`9 on compliance with the Climate Change (Scotland) Act 2009 Public Bodies Climate Change Duties to be submitted to the Scottish Government on 30 November 2019.

Decision

- 1) To approve the City of Edinburgh Council Public Bodies Climate Change Duties Report 2018/19, for submission to Scottish Government on 30 November 2019.
- 2) To note that as part of the Council’s new approach to sustainability agreed on 14 May 2019, an ambitious new target for the city and Council to be carbon neutral by 2030 was set. This new target would be reflected in future reporting on the Council’s public bodies duties from 2019/2020 year onwards.
- 3) To provide a briefing note to members detailing the reasons for the increase in the Council’s transport footprint, including work undertaken to analyse staff mileage claims, the projected impact of population growth over the next few years, and the projected impact of the opening of Millerhill on landfill (waste) emissions.

(Reference – report by the Chief Executive, submitted.)

12 Edinburgh Climate Commission and Council Engagement Update

A draft outline for the Climate Commission's terms of reference was provided together with the Council's approach to engaging citizens and other stakeholders in discussions about how the Council and wider city could meaningfully act and support behavioural changes necessary to address climate change.

Decision

- 1) To endorse the draft terms of reference for the Edinburgh Climate Commission.
- 2) To note the first phase of engagement which was underway with the launch of a consultation into citizen behaviour and attitudes on 15 November 2019.
- 3) To note that some of the programme of events planned as part of the sustainability programme had been pushed into early next year because of the impact of the national election but that planning for these events was underway.
- 4) To agree to a report assessing the options for formal processes for citizen engagement such as the citizens assembly and the citizens jury in the Spring.

(References – Policy and Sustainability Committee 25 October 2019 (item 2); report by the Chief Executive, submitted.)

13 The Role of Public Sector Bodies in Tackling Climate Change – Response to Consultation

Details were provided on the Council's proposed response to the Scottish Government's consultations on 'The Role of Public Sector Bodies in Tackling Climate Change'.

Decision

To approve the proposed Council submission to the Scottish Government consultation on 'The Role of Public Sector Bodies in Tackling Climate Change'.

(Reference – report by the Chief Executive, submitted.)

14. Gaelic Language Plan 2018-20 – Monitoring Report

An overview was provided of the Council's statutory annual monitoring report which summarised progress with the implementation of its Gaelic Language Plan 2018-22 which was due to be submitted to Bòrd na Gàidhlig by 6 December 2019.

Decision

To approve the first statutory annual progress report on the Council's Gaelic Language Plan 2018-22, as required by Bòrd na Gàidhlig, to be submitted to the Bòrd by 6 December 2019 subject to the following corrections:

- Clarification that the Gaelic Development Officer post was part funded by the Council; and

- The GME secondary school was planned for 2024, rather than 2025.

(Reference – report by the Executive Director of Resources, submitted.)

15. Full Cost Charges in Care Homes for Older People Managed by the Council

The former Corporate Policy and Strategy Committee had agreed to standardise the method and timescales for setting full cost charges for all residents of care homes for older people managed by the Council and to an update being provided on the impact of the charging policy.

An update was provided on the implementation of the new approach to charging.

Decision

To note that the recommendations of the report on this subject to the Corporate Policy and Strategy Committee in February 2018 had been implemented.

(References – Corporate Policy and Strategy Committee, 27 February 2018 (item 6); report by the Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

16. Edinburgh's Christmas

In response to a motion by Councillor Mowat, details were provided on the decision making process surrounding the Christmas Market in East Princes Street Gardens.

Motion

- 1) To note the report by the Chief Executive.
- 2) To note that the Chief Executive would report to the Policy and Sustainability Committee on 25 February 2020 outlining revised governance arrangements for event planning.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the report by the Chief Executive.
- 2) To correct recommendation 1.2 to read 25 February 2020 along with all other references within the report but otherwise agrees this recommendation.
- 3) To instruct the Chief Executive to produce a further report outlining:
 - a) What actions could be taken regarding the failure to comply with the Scheme of Delegation outlined in paragraph 4.16 and his recommendations regarding any such actions;
 - b) steps to alter the Scheme of Delegation so that politically controversial decisions are required to be taken by Committee;
 - c) any failures by the Council in regard to statutory, or other requirements of not ensuring all terms of legislation were complied with in regard to Planning and Building Control; how the timescales for decision on these matters regarding the Christmas Market vary from normal processes; why

any exceptions are considered acceptable and whether any other such exceptions are made;

- d) why briefings are given to one political Group within the Council and information is retained in private, limiting the ability of other Councillors to scrutinise issues, particularly when all Councillors have equal entitlement to information and equal responsibility as part of the decision-making body corporate that is the Council.
- 4) To refer the report to the Governance, Risk and Best Value Committee for consideration

- moved by Councillor Whyte, seconded by Councillor Mowat

In accordance with Standing Order 21(11), the amendment was adjusted and accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the report by the Chief Executive.
- 2) To note that the Chief Executive would report to the Policy and Sustainability Committee on 25 February 2020 outlining revised governance arrangements for event planning.
- 3) To ask that the Chief Executive's February report also cover:
 - a) What actions could be taken regarding the failure to comply with the Scheme of Delegation outlined in paragraph 4.16 and his recommendations regarding any such actions;
 - b) If any failures by the Council in regard to statutory, or other requirements of not ensuring all terms of legislation were complied with in regard to Planning and Building Control; how the timescales for decision on these matters regarding the Christmas Market varied from normal processes; why any exceptions were considered acceptable and whether any other such exceptions were made;

And requests that the 2020 review of the scheme of delegation cover:

- a) steps to alter the Scheme of Delegation so that politically controversial decisions were required to be taken by Committee;
 - b) The process of members briefings.
- 4) To refer the report to the Governance, Risk and Best Value Committee for consideration.

(References – Governance, Risk and Best Value Committee, 29 October 2019 (item 11); report by the Chief Executive, submitted.)

17. Developing the Council's Approach to Smart Cities

Details were provided on a proposal for the Council to commence work to develop a Smart City Strategy for Edinburgh to enable greater collaboration with other

organisations to deliver better outcomes for the people that lived, worked, learned in or visited the City.

Decision

- 1) To endorse the proposal to develop a Smart City Strategy for Edinburgh, in collaboration with relevant partner organisations.
- 2) To approve the Deputy Leader of the Council attending the Smart Cities Development Conference on 5 February 2020 to inform this work being developed.

(Reference – report by the Executive Director of Resources, submitted.)

18. Welfare Reform Update

An update was provided on the Council's ongoing welfare reform activities which included the implementation of Universal Credit.

Decision

- 1) To note the work that was ongoing to support Universal Credit and Welfare Reform in Edinburgh.
- 2) To note the current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.
- 3) To ask the Council Leader to write to the Department of Work and Pensions (DWP) to seek a resolution to the issue of Universal Credit not being backdated, where citizens had failed to notify the DWP of their yearly rent increase.
- 4) To ask the Leader to write to the Scottish Social Security Agency to encourage close working with the Council to assist with effective signposting.

(Reference – report by the Executive Director of Resources, submitted.)

19. Contact Centre Performance: July-September 2019

The Contact Centre performance for the period July to September 2019 was presented together with information on associated service improvement activities.

Decision

- 1) To note current performance trends within the Contact Centre.
- 2) To note ongoing improvement activities to ensure that Council services were easy to access, and citizen queries and complaints were dealt with effectively.

(Reference – report by the Executive Director of Resources, submitted.)

20. Additional Measure Being Introduced to the Equality, Diversity and Rights Framework

Details were provided on a proposed additional measure to be added to the Equality, Diversity and Rights Framework to measure and reduce the number of children with additional support needs who experienced school exclusions.

Decision

To note the amendment to the Equality, Diversity and Rights Framework 2017-21 on page 8 – outcome 1.2.

(Reference – report by the Executive Director for Communities and Families, submitted.)

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Minutes

Policy and Sustainability Committee

10.00 am, Tuesday 21 January 2020

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Jim Campbell, Kate Campbell, Child (substituting for Councillor Wilson), Gardiner, Gloyer, Hutchison, Macinnes, McLellan, Main, Perry, Rankin, Staniforth, Webber and Whyte.

1. Tourism Strategy 2030

The Committee had considered the draft Tourism Strategy 2030 alongside the Council's Tourism Statement and noted that it was out for consultation and that the consultation closed on 30 November 2019.

The tourism statement had been updated to reflect the changes requested and the final draft Edinburgh 2030 tourism strategy was presented.

Motion

- 1) To note the feedback received on the draft Tourism Strategy.
- 2) To endorse the final draft Tourism Strategy 2030, as set out in Appendix 1 to the report by the Executive Director of Place.
- 3) To note that the final draft strategy was being considered by all stakeholders and would be shared at the Edinburgh Tourism Action Group (ETAG) Conference on 30 January 2020.
- 4) To note that it was anticipated that the final strategy would be published by the end of February 2020.
- 5) To note the feedback received on the draft Tourism strategy and, specifically, the broad-based comments outlined in section 4 of the report that indicated a much better balance was needed to take account of the sometimes competing needs of residents, businesses and visitors in the City Centre and that the Strategy must be aligned with other strategic priorities of the Council.
- 6) To note the specific request of the Policy and Sustainability Committee that SMART measures be developed to track the success of the Strategy and presented at this meeting for scrutiny and approval and note this will be taken forward as part of the 3 year Action Plan within 2 cycles if Council agreed the strategy.

- 7) To request that ETAG considered how to include residents' voice as a key stakeholder and that the report coming back to committee in 2 cycles set out how residents were to be included in the delivery planning of the strategy.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the feedback received on the draft Tourism strategy and, specifically, the broad-based comments outlined in section 4 of the report that indicate a much better balance is needed to take account of the sometimes competing needs of residents, businesses and visitors in the City Centre and that the Strategy must be aligned with other strategic priorities of the Council.
- 2) To regret the approach taken by the Council administration in relation to Marketing Edinburgh as this decision has left the Council with fewer levers to drive strategic implementation and alignment.
- 3) To note that the specific request of this Committee that SMART measures be developed to track the success of the Strategy and presented at this meeting for scrutiny and approval has not been met and that an Action Plan has yet to be developed.
- 4) To therefore, agree that, without an Action Plan and SMART measures of success the Strategy is deficient and continues consideration of this item to a future meeting when this meaningful information on implementation is presented and can be scrutinised by elected members and the public.

- moved by Councillor Whyte, seconded by Councillor Jim Campbell

Voting

The voting was as follows:

For the motion	-	12 votes
For the amendment	-	5 votes

(For the motion: Councillors McVey (Convener), Aldridge, Kate Campbell, Child, Day, Gardiner, Gloyer, Macinnes, Main, Perry, Rankin and Staniforth.

For the amendment: Councillors Jim Campbell, Hutchison, McLellan, Webber and Whyte.)

Decision

To approve the motion by Councillor McVey.

(References – Policy and Sustainability Committee 26 November 2019 (item 7); report by the Executive Director of Place, submitted.)

2. MIPIM 2020 – Attendance Arrangements

Approval was sought for the for the Council's attendance at MIPIM 2020 which was a major real estate and investment conference, taking place annually in Cannes, France. Edinburgh had used MIPIM over the last ten years to profile the city's investment

opportunities, gain intelligence on investment appetite, sources and flows of investment, benchmark the city's attractiveness to investors, and to nurture and increase investor relationships as part of a 'Team Scotland' approach.

It was proposed that the Council Deputy Leader, the Convenor of Planning, the Chief Executive, the Executive Director of Place and the Commercial Development and Inward Investment Manager.

Motion

- 1) To note the Council's position as a strategic partner in the 'Team Scotland' approach to MIPIM.
- 2) To agree the travel, accommodation and the attendance of the Council representatives attending the event as detailed in the report by the Executive Director of Place.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the Council's position as a strategic partner in the 'Team Scotland' approach to MIPIM.
- 2) To agree that travel would be by train and if required accommodation would be adjusted accordingly.

- moved by Councillor Staniforth, seconded by Councillor Gloyer

Voting

For the motion	-	13 votes
For the amendment	-	4 votes

(For the motion: Councillors McVey (Convenor), Jim Campbell, Kate Campbell, Child, Day, Gardiner, Hutchison, Macinnes, McLellan, Perry, Rankin, Webber and Whyte.

For the amendment: Councillors Aldridge, Gloyer, Main and Staniforth.)

Decision

To approve the motion by Councillor McVey.

(References – Housing, Homelessness and Fair Work Committee 29 August 2019 (item 8); report by the Executive Director of Place, submitted.)

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Work Programme

Policy and Sustainability Committee

February 2020

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
1	Annual Update on Council Transport Arms Length Companies	Annual Update	Executive	Gavin King	Chief Executive	Annual	February 2020
2	Tourism – Policy Statement	Quarterly Report	Executive	Paul Lawrence	Place	Quarterly	June 2020 August 2020
3	Council Asbestos Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	August 2020
4	Council Fire Safety Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	August 2020
5	Council Health and Safety Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	August 2020
6	Water Safety Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	August 2020

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	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
7	Gaelic Language Plan 2018-22	Monitoring Report	Executive	Eleanor Cunningham	Chief Executive	Annual	November 2020
8	Edinburgh Biodiversity Action Plan 2019-21	Annual Update	Executive	Caroline Peacock/Susan Falconer	Place	Annual	February 2020
9	Welfare Reform	Quarterly Update	Routine	Sheila Haig	Resources	Quarterly	February 2020 June 2020 September 2020
10	Older People Joint Inspection Improvement Plan	Progress report	Executive	Marian Gray	Chief Officer, Edinburgh Health and Social Care Partnership	6 monthly	June 2020
11	Implementation of the Energy Management Policy and Energy Management System	Progress report	Executive	Paul Jones	Resources	Annual	August 2020
12	Policy Assurance Statement –	Annual report	Executive	Katy Miller	Resources	Annual	August 2020

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	Customer						
13	Policy Assurance Statement – Strategy and Communications	Annual report	Executive	Gavin King	Chief Executive	Annual	August 2020
14	Policy Assurance Statement - Human Resources (HR)	Annual report	Executive	Katy Miller	Resources	Annual	October 2020
15	Policy Assurance Statement - Legal and Risk	Annual report	Executive	Nick Smith	Resources	Annual	October 2020
16	Contact Centre Performance	Update report	Executive	Nicola Harvey	Resources	Quarterly	January 2020
17	Chief Social Work Officer's Annual Report	Annual report	Executive	Jackie Irvine	Chief Executive	Annual	October 2020
18	Diversity and Inclusion Strategy	Annual update	Executive	Katy Miller	Resources	Annual	October 2020
19	Police Scotland Update	Annual plan	Executive	Gavin King	Chief Executive	Annual	October 2020

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	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
20	Fire and Rescue Service	Annual plan	Executive	Gavin King	Chief Executive	Annual	November 2020
21	Carbon Impact of the Council's International Travel	Annual report	Executive	Paula McLeay/Gavin King	Chief Executive	Annual	June 2020

Policy and Sustainability Committee Upcoming Reports

Appendix 1

Report Title	Directorate	Lead Officer
JUNE 2020		
Tourism – Policy Statement	Place	Jim Galloway
Older People Joint Inspection Improvement Plan	Chief Officer, Edinburgh Health and Social Care Partnership	Marian Gray
Welfare Reform	Resources	Sheila Haig
Carbon Impact of the Council's International Travel	Chief Executive	Paula McLeay/Gavin King
Council Fire Safety Policy	Resources	Susan Tannahill
Achieving Net Zero in the City of Edinburgh	Chief Executive/Place	Paula McLeay
Edinburgh Climate Commission and Council Engagement Update	Chief Executive	Paula McLeay
Contact Centre Performance Update - Jan - March 2020	Resources	Neil Jamieson
Sustainability Report	Chief Executive	Paula McLeay

City Region Deal	Chief Executive	Andy Nichol
Exploring options that would allow realigning Council recess periods so they fall within the local authority school calendar	Chief Executive	Gavin King
Climate Emergency Declaration	Place	Janice Pauwels
Outlining the governance and process around the £200,000 for IJB organisations.	Chief Executive	Gavin King
Good Food Nation Bill	Chief Executive	Paula McLeay
Wider Social Care Services	Chief Officer, Edinburgh Health and Social Care Partnership	Judith Proctor
Enterprise Resource Planning Update	Resources	Stephen Moir
Granton Waterfront Regeneration - Update	Place	Elaine Scott
Short Term Lets	Place	Andrew Mitchell
Firework Displays	Place	
Review of Member officer Protocol	Chief Executive	Jamie Macrae
Disciplinary Policy	Resources	Katy Miller

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Rolling Actions Log

Policy and Sustainability Committee

February 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	04.10.16	Business Case for the Management Transfer of Secondary School Sports Facilities to Edinburgh Leisure – Progress Report	That an update report be submitted to Committee in 6 months.	Executive Director for Communities and Families	March 2020		The report will be submitted to Culture and Communities Committee in January 2020 and Education Children and Families Committee in March 2020.
2	27.02.18	Full Cost Charges in Care Homes for Older People Managed by the Council	<p>1) To request a Briefing Note on the full charging structure and methodology for Council-managed care homes.</p> <p>2) To request a report back to Committee in 12 months on the impact.</p>	Chief Officer, Edinburgh Health and Social Care Partnership	<p>July 2018</p> <p>November 2019</p>	July 2018	<p>CLOSED</p> <p>Briefing Note circulated on 27 July 2018.</p> <p>2) Recommended for closure</p> <p>Report submitted to this Committee on 26</p>

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Agenda Item 5.2

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							November 2019.
3	01.02.18	City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18 (Agenda for 1 February 2018)	Council requests that the review of the contract for Edinburgh’s Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.	Executive Director of Place	Spring 2021		This contract is in place until Winter Festival 2020. The review of the contract will be presented to Policy and Sustainability Committee.
4	15.05.18	Sustainable Energy Action Plan Annual Progress Report 2017/18	Calls for a report every two cycles until 2020 on how the SEAP can be progressed in order to meet its 2020 carbon reduction target, including what additional resources would be required.	Executive Director of Place	February 2020		Report on the Agenda for this meeting
5	07.08.18	Participation Requests	To agree to receive a report setting out proposals for the Council’s policy on participation requests within two cycles of the conclusion of the Westbank Street Outcome	Chief Executive	Ongoing		This report will be presented following the conclusion of the Westbank Street Outcome Improvement

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Improvement Process as set out in paragraph 3.5 of the report by the Chief Executive.				Process.
6	07.08.18	Managing Transition to Brexit in Edinburgh	To agree that the Brexit Working Group review actions currently in place and report on future options to provide support for Non-UK EU nationals within the Council workforce and the wider city population.	Chief Executive	Ongoing		<p>The Brexit Working Group continues to meet and in May, an update on Brexit planning was provided to Elected Members using the Business Bulletin.</p> <p>Planning around Brexit is also continuing, with new planning parameters from the UK Government and Scottish Government expected to be circulated to local authorities shortly.</p> <p>Although there is no report for Policy and Sustainability Committee currently</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							scheduled, this may be deemed appropriate over the next few months, particularly in the event of a No Deal Brexit
7	23.08.18	City of Edinburgh Council Motion by Councillor Cameron – Equalities Working Group (Agenda for 23 August 2018)	A proposed workplan will be prepared by the Group before the end of December 2018 for submission to the Corporate Policy and Strategy Committee for consideration.	Chief Executive	Awaiting update		An update was provided in the Business Bulletin on 6 August 2019.
8	21.03.19 (Housing and Economy Committee)	City Strategic Investment Fund	1) Requests that a further report is brought back to Committee in two cycles setting out an options appraisal for the Powderhall Stables project.	Executive Director of Place	January 2020		Report on the Agenda for this meeting (Transferred to this Committee from the former Housing and Economy Committee)

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 35			2) Agrees that it is now appropriate to undertake a wider review of the use of the fund, to ensure it is deployed to meet the priorities of the economy strategy, and wider city development and regeneration aims including whether it is appropriate to increase the fund to help meet these objectives. A report on this review will come back to Housing and Economy Committee on 15 August 2019.	Executive Director of Place	November 2019	November 2019	Recommended for Closure Report to Policy and Sustainability Committee on 25 October 2019 and referred to Council on 21 November 2019.
	9	21.03.19 (Housing and Economy Committee)	Edinburgh Tourism Strategy Update Report	1) Notes that another update report will be presented in August 2019 prior to a final report at the end of 2019 to approve the	Executive Director of Place	January 2020	Recommended for Closure Report submitted to additional meeting on 21 January 2020.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 36			<p>new strategy;</p> <p>2) To agree that discussions would take place offline with elected members from all political groups on how to take forward formulating a tourism strategy from the Council's perspective.</p> <p>3) To circulate the link to the Phase 1 report to members once it was live on the ETAG website.</p>				<p>(Transferred to this Committee from the former Housing and Economy Committee)</p> <p>2 & 3 Closed on 6 June 2019 - The Phase 1 Edinburgh Tourism 2030 report was emailed to elected members and the Tourism and Residents Working Group on 17 April 2019.</p>
	10	14.05.19	Tourism - Policy Statement	Committee agrees to continue the Tourism policy for one cycle to allow political group leaders to discuss issues around the Council's new carbon target and consider if	Executive Director of Place	December 2019	November 2019

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			any changes need to be made to the policy.				
11	06.06.19 (Housing and Economy Committee)	Edinburgh Economy Strategy – Annual Progress Report	<p>1) Calls for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target.</p> <p>2) Agrees that this research and analysis will inform a review of the Edinburgh Economy Strategy in order to develop an outcome based strategy for Edinburgh to meet these commitments, taking into account jobs that will emerge from the need to meet the net zero carbon target, sectoral analysis of carbon footprint and the support, collaboration and leadership that the</p>	Executive Director of Place	Policy and Sustainability Committee June 2020		Transferred from the Housing and Economy Committee

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			council will need to provide to move us towards a more sustainable economy.				
12	19.09.19	City of Edinburgh Council – Motion by Councillor Main – Council Welfare Accreditation (Minute for 19 September 2019)	Council agrees to receive a report to Policy and Sustainability Committee within 2 cycles laying out the current status, and options and timetable for receiving full accreditation for the Council under the Scottish Standards and thereafter refers the report to the Housing, Homelessness and Fair Work Committee.	Executive Director for Children and Families	February 2020	20 January 2020	Recommended for Closure Report submitted to the Housing, Homelessness and Fair Work Committee on 20 January 2020.
13	01.10.19	Business Bulletin Tourism Strategy	1) To agree that a report would be submitted outlining the process of how the Tourism Strategy was to be formulated. 2) To agree that the draft Tourism Strategy would be submitted to	Executive Director of Place Executive Director of Place	25 October 2019 January 2020	November 2019	CLOSED Recommended for Closure Report submitted to

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Committee for consideration prior to it being finalised.				additional meeting on 21 January 2020.
14	01.10.19	West Edinburgh Progress Update	<p>1) To note that this matter would be reported to Committee in spring 2020 providing a further update on progress and seeking any necessary authority to formalise partnership arrangements for delivery of the new link road</p> <p>2) To agree that a report would be brought back to Committee on completion of the West Edinburgh study on inclusive and sustainable growth.</p>	Executive Director of Place	June 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
15	24.10.19 (Full Council)	City of Edinburgh Council – motion by Councillor Bird - Respectful Political Debate (see Agenda -of 24 October 2019)	Requests an update to Policy and Sustainability Committee on the work done to date on the protocol referred to in Cllr Watt’s motion	Chief Executive	November 2019	November 2019	Recommended for closure “Elected Member Personal Safety” report considered at the November 2019 meeting.
Page 40	25.10.19	Achieving Net Zero in the City of Edinburgh	Agrees officers will continue to work with P-CAN and Climate KIC to bring back analysis on the strategic and viable next actions for the Council to Committee in February 2020	Chief Executive	February 2020		Report on agenda for this meeting
	17	25.10.19	Climate Commission	To agree that the terms of reference of the Sustainability and Climate Emergency APOG will be brought back to Policy and Sustainability Committee for consideration in November.	Chief Executive / Executive Director of Place	November 2019	Recommended for Closure Report submitted to this Committee on 26 November 2019

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
18	25.10.19	Update on Short Window Improvement Plan	To agree that a strategic communications plan would be developed as part of the Deep Demonstrator work once resources are in place and brought back to the Policy and Sustainability Committee for approval.	Chief Executive / Executive Director of Place	February 2020		Included in a report on agenda for this meeting.
19	25.10.19	Tourism Strategy Development Update	Given the considerable feedback provided across the political spectrum at that meeting and detailed notes provided from other meetings; therefore, agrees to circulate to committee members the output of the meeting and instructs the Executive Director of Place to report to Committee alongside the draft strategy on 26 Nov 2019 detailing how this and other consultation information has been assessed and incorporated in the draft strategy or, if rejected, why?	Executive Director of Place	November 2019		Recommended for Closure Report submitted to this Committee on 26 November 2019. on the agenda for the November 2019 meeting.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
20	21.11.19	<p>City of Edinburgh Council - Motions by Councillors Staniforth and Gordon - Fireworks and Fireworks Legislation</p> <p>(Minute of 21 November 2019)</p>	<p>To agree for a report to Policy and Sustainability Committee in three cycles that addresses how the Council can:</p> <ul style="list-style-type: none"> • require all public firework displays within the city to be advertised locally in advance of the event, • actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people • ensure that fireworks are only supplied to, and remain in the hands of, responsible adults. • encourage local suppliers of fireworks to stock 'quieter' fireworks for public display. 	Chief Executive	June 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
21		<p>City of Edinburgh Council – Motion by Councillor Jim Campbell – Edinburgh’s Winter Festivals</p> <p>(Minute of 21 November 2019)</p>	<p>(a) To arrange an open book audit for this year, and the previous four years, with the final report before the 2020 summer recess at the latest.</p> <p>(b) To review which, if any, contract terms or conditions might apply should a counterpart bring the Council into substantial public disrepute.</p> <p>(c) To identify if, or how, the contract made clear that all permissions must be in place in a timely way, removing any possible ambiguity between the Council acting as contract originator and as an authority with statutory powers.</p>	Chief Executive/ Executive Director of Place	June 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			(d) To agree that (b) and (c) above should be reported to the Policy and Sustainability Committee in two cycles accepting that (a) may be an interim analysis at that time.				
22 Page 44	21.11.19	City of Edinburgh Council – Motion by Councillor Cameron – Small Business Saturday (Minute of 21 November 2019)	To call for a report to Policy and Sustainability Committee within 2 cycles setting out: i) The level of procurement by £ and by service area currently awarded to small business, including social enterprises, by the Council and its ALEOS; ii) What if any, barriers exist to small business and social enterprises in terms of being eligible to bid to provide	Executive Director of Place	June 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>goods/services to the Council and its ALEOs;</p> <p>iii) What policy and procedural changes would be necessary to enable any barriers to be overcome?</p>				
23	21.11.19	<p>City of Edinburgh Council – Motion by Councillor Lang – Use of Schools as Polling Places</p> <p>(Minute of 21 November 2019)</p>	To request a report to the Policy and Sustainability Committee within three cycles for subsequent referral to the full Council, on the current use of schools as polling places as well as the opportunities to reduce or eliminate their use in time for the 2021 Scottish Parliament and 2022 local government elections.	Chief Executive	August 2020		
24	26.11.19	Edinburgh Poverty Commission Progress Update	To agree that a further report on full Council responses to the Edinburgh Poverty Commission would be considered by Committee following publication of final	Chief Executive	June 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			findings in March 2020.				
25	26.11.19	City Strategic Investment Fund - Powderhall Stables	To continue consideration of the matter to January 2020 to allow for further detail and clarity about funding.	Executive Director of Place	February 2020		Report on the agenda for this meeting
26	26.11.19	Edinburgh Climate Commission and Council Engagement Update	To agree to a report assessing the options for formal processes for citizen engagement such as the citizens assembly and the citizens jury in the Spring	Chief Executive	Spring 2020		
26	26.11.19	Edinburgh's Christmas – Motion by Councillor Mowat	<ol style="list-style-type: none"> 1) To note that the Chief Executive would report to the Policy and Sustainability Committee on 25 February 2020 outlining revised governance arrangements for event planning. 2) To ask that the Chief Executive's February report also cover: <ol style="list-style-type: none"> a) What actions could be taken regarding the failure 	Chief Executive	February 2020		Report on the agenda for this meeting

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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 47			<p>to comply with the Scheme of Delegation outlined in paragraph 4.16 and his recommendations regarding any such actions;</p> <p>b) If any failures by the Council in regard to statutory, or other requirements of not ensuring all terms of legislation were complied with in regard to Planning and Building Control; how the timescales for decision on these matters regarding the Christmas Market varied from normal processes; why any exceptions were considered acceptable and whether any other such exceptions were made;</p> <p>And requests that the 2020</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 48			<p>review of the scheme of delegation cover:</p> <p>a) steps to alter the Scheme of Delegation so that politically controversial decisions were required to be taken by Committee;</p> <p>b) The process of members briefings.</p>				
	06.02.20	City of Edinburgh Council – Motion by Councillor Main – Recycling in Schools	<p>To request:</p> <p>a) All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work together to review and provide fit for purpose recycling services in each of our schools to be completed before the start of the 2020/21 academic year within policy and current budgets, and reporting any</p>	Executive Director of Place	Awaiting confirmation		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>financial challenges in doing so to the report requested.</p> <p>b) A report to the Policy and Sustainability Committee outlining the service provided for each school at the start of the 2020/21 Academic Year and including plans for a Carbon Neutral Edinburgh 2030.</p>				

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Business bulletin

Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Dean of Guild Courtroom, City Chambers, High Street, Edinburgh

Policy and Sustainability Committee

Convener:	Members:	Contact:
<p>Councillor Adam McVey</p>  <p>Vice Convener: Councillor Cammy Day</p> 	<p>Councillor Adam McVey (Convener)</p> <p>Councillor Cammy Day (Vice-Convener)</p> <p>Councillor Robert Aldridge</p> <p>Councillor Jim Campbell</p> <p>Councillor Kate Campbell</p> <p>Councillor Neil Gardiner</p> <p>Councillor Gillian Gloyer</p> <p>Councillor Graham Hutchison</p> <p>Councillor Lesley Macinnes</p> <p>Councillor John McLellan</p> <p>Councillor Melanie Main</p> <p>Councillor Ian Perry</p> <p>Councillor Alasdair Rankin</p> <p>Councillor Alex Staniforth</p> <p>Councillor Susan Webber</p> <p>Councillor Donald Wilson</p> <p>Councillor Iain Whyte</p>	<p>Jamie Macrae, Committee Officer</p> <p>Louise Williamson, Assistant Committee Officer</p>

Recent news	Background
<p>Citizen’s Basic Income</p> <p>Following a motion to Council in August 2017, officers have been working with colleagues in Fife, North Ayrshire, and Glasgow City Councils, NHS Health Scotland and the Improvement Service to explore the feasibility of a Scottish Citizens Basic Income (CBI) pilot.</p> <p>Using funding provided by the Scottish Government, the group are assessing the feasibility of a pilot project to test the contribution of CBI to reducing poverty and inequality.</p> <p>In November 2019 Committee received an update on interim findings from the project, outlining plans for publication of final recommendations by March 2020.</p> <p>Following feedback from Scottish Government on the interim report, however, timescales for completion of the project have been revised with final publication now expected by end June 2020. This delay is due to requests from Scottish Government to undertake additional assessment of pilot design elements as part of commissioned economic modelling research currently being undertaken by the Fraser of Allander Institute. This additional work is being undertaken for no additional costs but will cause a delay to the reporting of the commissioned research. Overall project timescales have therefore been revised to accommodate this activity. No additional City of Edinburgh Council resource requirements are associated with this timescale revision.</p> <p>Ahead of final publication, a further report on the project will be brought to the Policy and Sustainability Committee in June 2020. This report will consider and make recommendations on any future Council activity, including resources required, following completion of the current feasibility stage of the project. Further information on the Citizen’s Basic Income Pilot project is available at – www.basicincome.scot.</p>	
<p>EUROCITIES AGM</p> <p>The EUROCITIES annual conference and AGM provides a forum for city networking and political debate between European city leaders. EUROCITIES 2019 took place in</p>	

Prague over on 20-22 November 2019 and was attended by city mayors, political leaders, city, government & EU representatives, public, private and third sector organisations from over 100 cities.

The theme of the meeting was 'Cities at Crossroads' with cities exchanging ideas and experiences in managing tourism, creating sustainable cities, empowering citizens and increasing digital access

The Lord Provost, Frank Ross and Chief Executive, Andrew Kerr and an officer within the Culture team were the City of Edinburgh Council's nominated representatives.

The Lord Provost was a panellist covering the topic of managing tourism, discussing

- The main challenges facing cities in relation to tourism, sharing challenges for all cities as well as those specific to Edinburgh, and
- actions cities are taking, solutions and examples of success from other cities

Our Culture representative and CEO also had meetings with Leeuwarden (Holland) on the city's cultural/festival links, and with Vienna to discuss their approaches to social housing.

Other sessions from the conference including how cities have learned from projects that were overly challenging. Conference papers are available on request.

The next Eurocities conference in November 2020 will be held in Leipzig.

Climate Change Adaptation: current impacts and future risk

Climate change adaptation is about building resilience to the unavoidable consequences of a changing climate, through identifying impacts, minimising the negative effects and responding appropriately. The effects of a changing climate on Edinburgh will vary depending on the severity of global warming but even when only relatively modest increases in temperature are assumed, the impacts are likely to be significant.

Adaptation to climate change is a statutory requirement for public bodies under the Climate Change (Scotland) Act. The Council reports what it is doing to meet this duty as part of

its annual Climate Change Public Bodies Duties report. This includes individual actions that the Council is taking to adapt and actions it is taking in partnership. The Council is a lead member of the Edinburgh Adapts Steering Group, whose five year climate change adaptation action plan for the city runs until the end of 2020. The action plan brings adaptation activity across the city together, interlinking natural environment and greenspace, the built environment and infrastructure, flood prevention, communities and economic actions

The Flood Risk Management (Scotland) Act 2009 sets out Scotland's approach to flood risk management. The Act aims to reduce the adverse consequences of flooding on communities, the environment, transport, cultural heritage and economic activity. The City of Edinburgh Council works in partnership with neighbouring local authorities, the Scottish Environment Protection Agency and Scottish Water on flood prevention. A Local Flood Risk Management for the Forth Estuary was published in June 2016. This outlines strategies and identifies areas vulnerable to flooding from all sources and potential mitigation measures and actions.

The Council's new approach to sustainability includes actions on adaptation. Land use planning plays a central role in preparing Edinburgh for a changing climate. Edinburgh's City Plan 2030 Choices document proposes measures to address the impacts of climate change. A climate change risk register of our building estate is being developed, a green infrastructure working group and a new Edinburgh Drainage partnership will identify and develop actions to tackle flooding and other climate related impacts.

In the longer term, the Council has commissioned Adaptation Scotland to develop a business case for taking adaptation forward over the next five to ten years. Once completed, the business case will set out the options for the what approach should be taken and at what scale, whether at city level or regional. A new adaptation action plan will be developed, and this will be taken to committee for approval.

Policy updates

Latest Policy and Insight update for January 2020 can be found at the link below -

[here](#)

Council monthly policy and engagements updates can be found here -

https://orb.edinburgh.gov.uk/downloads/download/11220/council_monthly_policy_and_engagement_updates

Forthcoming activities:

Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Police Scotland – City of Edinburgh Division Update

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To note the update from the divisional commander.

Andrew Kerr

Chief Executive

Contact: Gavin King, Democracy, Governance and Resilience Senior Manager

E-mail: gavin.king@edinburgh.gov.uk | Tel: 0131 529 4239

Police Scotland – City of Edinburgh Division Update

2. Executive Summary

- 2.1 This report provides the second update from Police Scotland on the City of Edinburgh division.

3. Background

- 3.1 In May 2019 the Council agreed that police and fire and rescue service city-wide plans, policies and performance would be considered by the new Policy and Sustainability Committee.
- 3.2 This would provide a forum for Police Scotland and the Scottish Fire and Rescue Service to discuss major cross-cutting issues with the Council as well as fulfilling their duty to engage with the local authority.

4. Main report

- 4.1 This is the second report in a set of regular reporting from the divisional commander to the Policy and Sustainability Committee.

5. Next Steps

- 5.1 Not applicable.

6. Financial impact

- 6.1 Not applicable.

7. Stakeholder/Community Impact

- 7.1 Not applicable.

8. Background reading/external references

- 8.1 Policy and Sustainability 1 October 2019 - [Police Scotland – City of Edinburgh Division Update](#)

9. Appendices

Report by the divisional commander

SERVING A CHANGING SCOTLAND



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

EDINBURGH CITY DIVISION SCRUTINY REPORT

25th February 2020

Q2: July – September 2019



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Introduction by the Divisional Commander



I am pleased to present the Edinburgh City Division scrutiny report for July to September 2019, a period of peak demand with more than three million people visiting Edinburgh to enjoy the Fringe, the International and Book festivals, various events and city centre attractions.

Operation Summer City involved the deployment of officers from across the country, supplementing local teams and delivering a proactive and responsive service to the public. Over and above this, the day-to-day core business of policing the city continued and this report highlights some of the work we are delivering to protect our communities and improve quality of life for Edinburgh's citizens.

As was the case with the first quarter, progress is viewed through the lens of our five strategic outcomes and both qualitative and quantitative detail will be provided to demonstrate our performance against these.

Public safety continues to be a key area of focus and our work to protect vulnerable people and victims of crime is central to this. Extensive collaboration with partners has been undertaken to address the harm caused by drugs to individuals and communities and efforts are well underway to develop longer-term sustainable solutions to the complex issues which underpin substance misuse.

The report also provides an insight into investigatory and safeguarding considerations relating to human trafficking.

Last quarter we provided a detailed narrative around activity in the North East and South East localities. This report focuses on initiatives delivered in South West and North West to address needs of local communities and enhance public confidence.

Our commitment towards creating a positive working environment for our people and enhancing our adaptability and sustainability, is demonstrated through improvements such as providing officers with mobile devices, enabling immediate access to the information they require, and equipping them with upgraded body armour, affording greater protection and ease of movement.

New and escalating pressures such as uncertainty around the impact of Brexit and the global climate change conference (COP26) to be held in Glasgow later this year signify substantial challenges, but, rest assured, our primary focus will remain the delivery of policing for a safe, protected and resilient Edinburgh.

A handwritten signature in black ink, which appears to be 'Sean Scott', written over a light blue background.

Chief Superintendent Sean Scott
Divisional Commander
City of Edinburgh Division



Summary of Local Policing Priorities

Overall crime is down 1.7% (274 fewer crimes) this year to date compared to the five year average, whilst solvency has increased by 3.3% over the same period, to 39.0%. The following summary provides a breakdown of the picture in respect of our Local Policing Priorities.

Violence and Antisocial Behaviour

Serious assault has reduced year to date (YTD) by 13.3% (25 fewer crimes). Overall serious violent crime (Group 1) has increased by 30.2% (134 more crimes) against last year to date (LYTD) and 39.2% (163 more crimes) against the 5 year average. The new Section 1 Domestic Abuse (Scotland) Act 2018 offence, of which there have been 123 recorded YTD, continues to influence this, along with a YTD increase in robbery of 9.9% (14 more crimes).

Serious Organised Crime

There remains a keen focus on the 6 mapped serious organised crime groups (SOCG) within the Division. Continued emphasis on enforcement and proactivity has resulted in an increase in drug supply offences of 22.6% (53 more offences) against LYTD and 30.8% (68 more offences) against the 5 year average.

Public Safety

Rape has reduced by 17.0% (18 fewer crimes) against LYTD. Recorded domestic abuse incidents have reduced by 1.3% (39 fewer incidents) against last year. Of these, 43.9% have resulted in a crime being recorded, a reduction of 0.5% compared to last year. Overall sexual crime has increased by 7.7% (48 more crimes) against LYTD with a rise in sexual assault, communicating indecently and disclosing intimate images.

Road Safety

Offences in relation to driving and the use of motor vehicles have reduced by 1.2% (158 fewer offences) compared to LYTD. There have been 2 fatalities year to date, an increase of 1 against last year, and a reduction of 16.3% (70 fewer victims) in people injured.

Acquisitive Crime

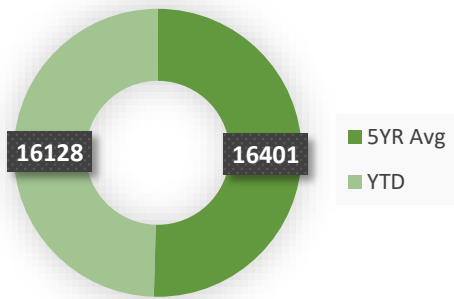
Acquisitive crime has decreased by 7.3% (726 fewer crimes) against LYTD and by 9.2% (938 fewer crimes) against the 5 year average. Housebreaking has reduced by 24.9% (316 fewer crimes) against LYTD and by 44.2% (754 fewer crimes) against the 5 year average. Motor vehicle crime has reduced by 18.8% (274 fewer crimes) against LYTD and by 29.7% (499 fewer crimes) against the 5 year average.



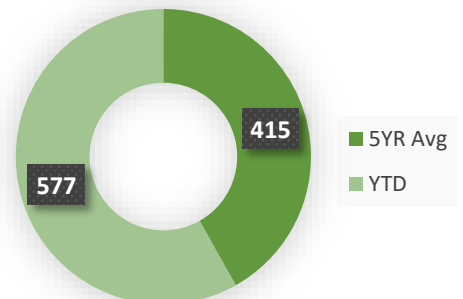
Edinburgh City Division at a glance

The charts below represent year to date incident and crime demand throughout the Division, compared with last year to date.

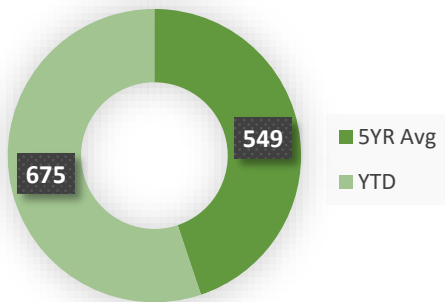
Total Crime



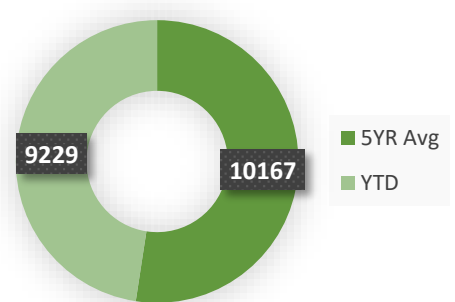
Serious Violent Crime



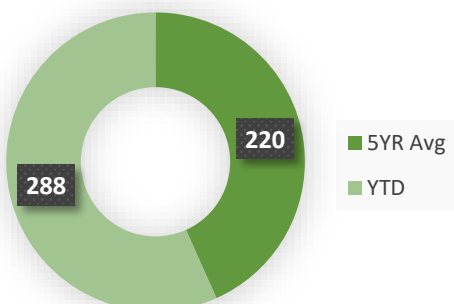
Sexual Crime



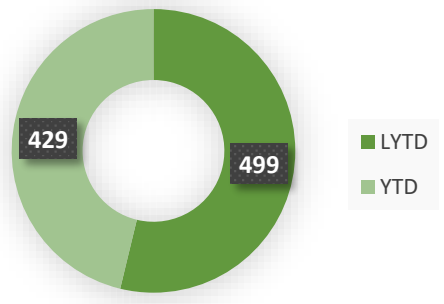
Acquisitive Crime



Drugs Supply



Road Safety (All injury)



Public Safety and Wellbeing

Success means that threats to public safety and wellbeing are resolved by a responsive police service

Violent Crime

Group 1 crime includes:

- Murder / attempted murder
- Culpable homicide
- Serious assault
- Robbery
- Section 1 Domestic Abuse (Scotland) Act 2018
- Threats and extortion

Group 1 Recorded Crime

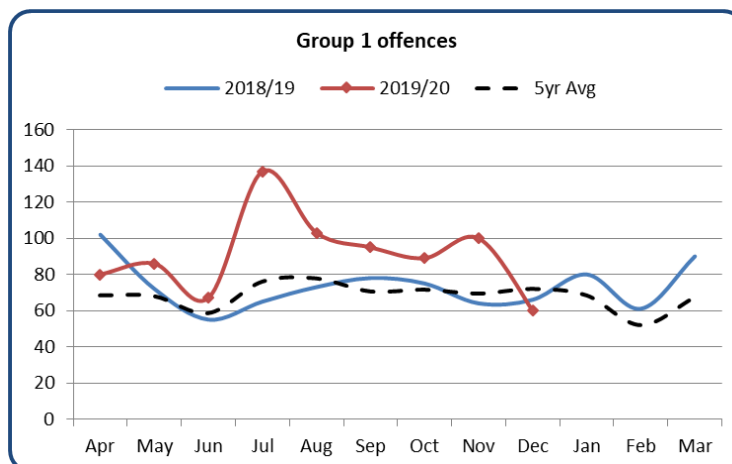


Group 1 Solvency



	Group 1 Recorded Crime	Group 1 Solvency
April – September 19/20	577	62.9%
April – September 5 year average	414	69.0%
% change from 5 year average	39.2%	-6.1%



- The recurring challenge of serious assault and robbery is effectively tackled by our specialist Violence Reduction Units ensuring a high standard of investigative focus. This has seen serious assaults reduce by 13.3% (25 fewer crimes) in comparison to last year.
- Group 1 crime has increased on both LYTD and against the 5 year average. This is influenced by Section 1 Domestic Abuse (Scotland) Act 2018, with 123 crimes recorded YTD.
- Group 1 solvency is 62.9% and all violent crime continues to be overseen by the Violent Crime Board ensuring all investigative opportunities are identified and emerging patterns and trends are acted upon.
- The divisional response to violent crime, incorporating Operation NightGuard and Operation Summer City, has seen sustained efforts to tackle the threat of violent crime in the Division.



Sexual Crime

Group 2 crime includes:

- Rape
- Sexual assault
- Communicating indecently
- Disclosing intimate images
- Lewd and libidinous practices

	Group 2 Recorded Crime	Group 2 Solvency
		
April – September 19/20	675	56.3%
April – September 5 year average	549	58.6%
% change from 5 year average	22.9%	-2.3%

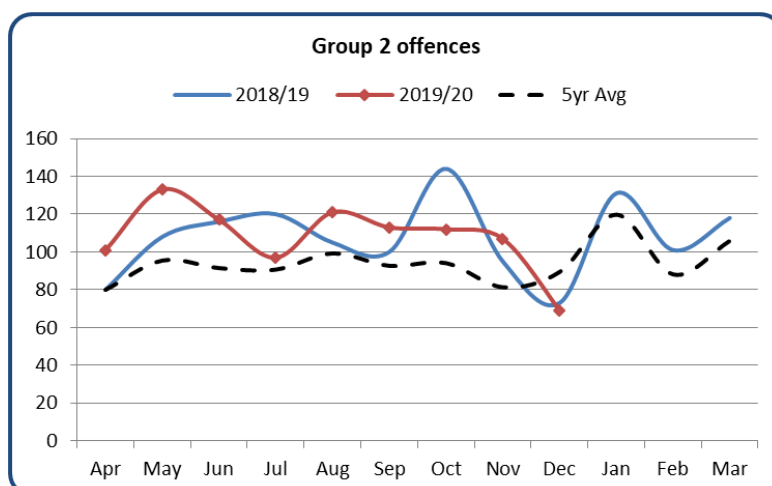
- Rape has reduced against LYTD by 17.0% (18 fewer crimes) and against the 5 year average by 9.5% (9 fewer crimes).
- Group 2 increase is influenced by an increase in lewd and libidinous practices, up by 65.3% (31 more crimes) and sexual assault, up by 34.2% (53 more crimes) against the five year average.
- 30.7% (207) sexual crimes have been non-recent reports; meaning the matter has been reported more than a year after the crime has been committed. This brings with it additional challenges to investigations in terms of forensic opportunities and tracing of suspects and witnesses, but underlines the increased confidence that victims of these crimes have in coming forward to report such matters to us.
- Prior to the Edinburgh Festival, a considerable amount of multiagency preventative work was conducted in the form of the 'Don't be a Bystander' campaign, in conjunction with the licensed trade.



QUOTE

The following quote, from the victim of a serious sexual crime, has been provided by Edinburgh Rape Crisis Centre:



"It was a really positive experience given the circumstances. The officers were really comforting and they told me everything that was going on so I was aware of everything. They made me feel comfortable and safe."



Acquisitive Crime

Group 3 crime includes:

- Housebreaking
- Theft of / from motor vehicles
- Shoplifting
- Common theft
- Fraud

	Group 3 Recorded Crime	Group 3 Solvency
		
April – September 19/20	9955	26.1%
April – September 5 year average	10167	25.1%
% change from 5 year average	-9.2%	1.0%

- Significant progress in acquisitive crime has seen a reduction of 7.3% (726 fewer crimes) against last year to date and a drop of 9.2% (938 fewer crimes) against the 5 year average.
- Housebreaking has reduced by 44.2% (754 fewer crimes) against the 5 year average.
- Motor vehicle crime has reduced by 29.7% (499 fewer crimes) against the 5 year average.

Recent prevention work includes:

Housebreaking

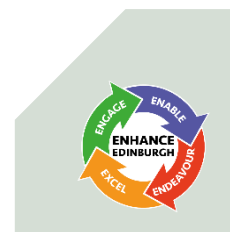
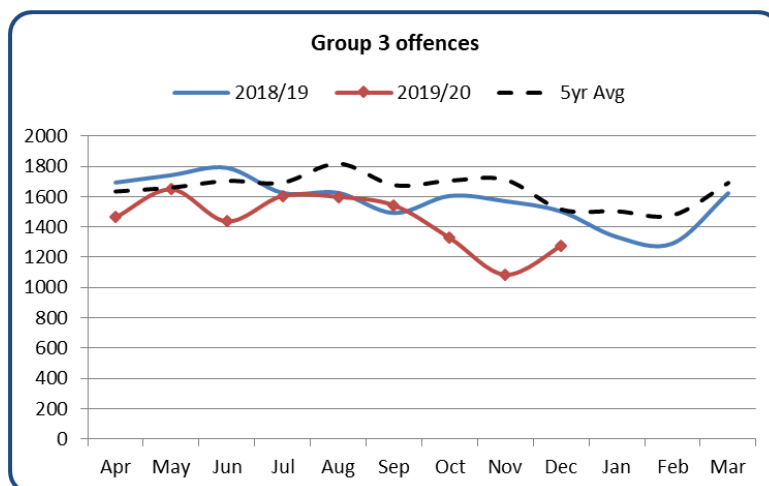
- 50 crime prevention surveys conducted at residential and business properties.
- Assisted with the promotion of National Safer Communities 'Autumn Awareness' campaign.
- 'Darker Nights' crime prevention advice delivered to housing associations and council staff.
- Architect Liaison Officers (ALO) working with partners to 'design out crime' and target harden 5 new building developments. ALOs conducted 6 'sign-offs' for completed developments.

Personal Safety

- Personal safety advice delivered to Underbelly staff and 400 students and a crime prevention stall was located within Waverley Mall.
- Social media campaign #ShutOutScammers in July and August in respect of fraud and door-step crime which reached 25,534 people.

Motor Vehicle Crime

- Official launch of 'Mummy's Boy', giving an impactful representation of the devastating effects of motorcycle crime. This made the Serious Organised Crime Progress Report for Scottish Government, as part of our divert activities.



Domestic Abuse

	All Domestic Abuse Incidents	Domestic Abuse Incidents Where Crime Is Recorded	Domestic Abuse Solvency
April – September 19/20	2869	1743	59.7%
April – September 5 year average	2810	1971	64.3%
% change from 5 year average	2.1%	-11.6%	-4.6%

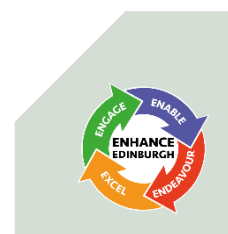
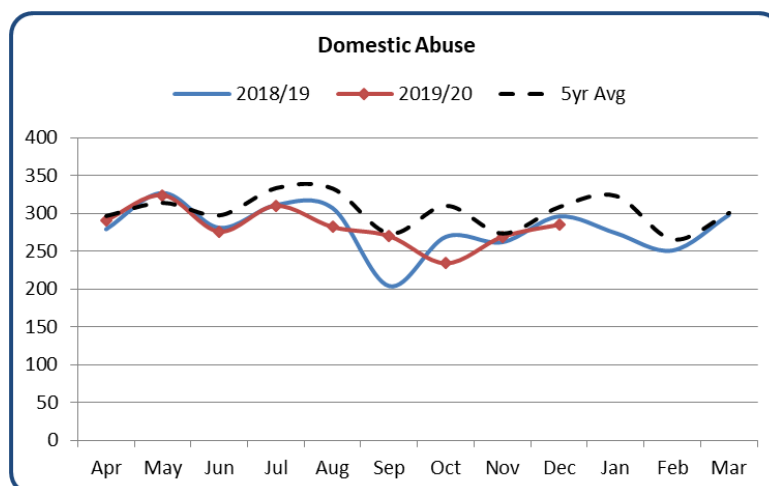
- Domestic abuse incidents have increased by 2.1% (59 more incidents) compared to the 5 year average.
- The Domestic Abuse (Scotland) Act 2018 creates an offence with respect to a person engaging in a course of behaviour which is abusive of the person's partner or ex-partner. This offence is used where there is a connection between the behaviours, relationship history, previous offending and any other relevant information to suggest they are part of a course of conduct. Officers have received bespoke training in relation to the identification and application of this legislation and review by the Domestic Abuse Procurator Fiscal for Edinburgh suggests that the Division are utilising the new legislation appropriately and to good effect, ensuring perpetrators are brought to justice and victims safeguarded.

Safeguarding victims of domestic abuse



SPOTLIGHT

A perpetrator was assessed as a very high risk domestic abuse offender and posed a risk of serious harm to his partner who was vulnerable due to learning difficulties. In spite of bail conditions prohibiting contact, the victim continued to attempt to engage with the perpetrator and was clearly being exploited by his coercive and controlling nature. Support from the Caledonian Project and Community Learning and Disability Team was arranged for the victim and regular checks were conducted at her home, with awareness of local officers raised through briefings and a safety marker placed on her address to ensure an immediate police response to any calls for assistance. Cohesive working between the Domestic Abuse Investigation Unit, Local Area Command and partner agencies delivered proportionate and robust safeguarding measures, ensuring the safety and wellbeing of the victim who has engaged well with support services.



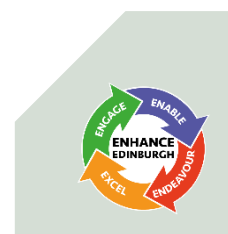
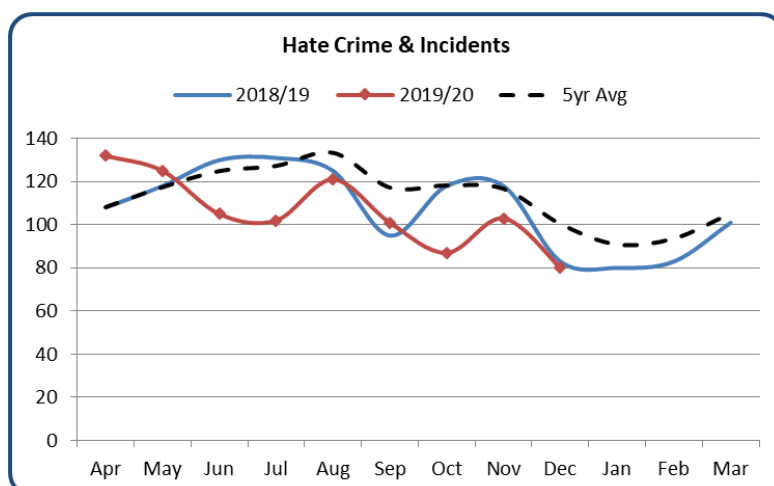
Hate Crime

	All Hate Incidents	Hate Incidents Where a Crime Is Recorded	Hate Crime Solvency
April – September 19/20	718	644	51.7%
April – September 5 year average	671	718	54.9%
% change from 5 year average	6.9%	-10.4%	-3.2%


- Hate incidents have risen by 6.9% (47 more incidents) against the 5 year average, however, the number of crimes recorded has decreased by 10.4% (74 fewer crimes).

Recent prevention / awareness work includes:

- Talks delivered around hate crime reporting mechanisms and 'Keep Safe' messaging with Edinburgh's third sector disability forum, all Edinburgh GP practice managers and university students across the city.
- Adapt Training provided at Crane Services and presentations given to Criminal Justice Social Workers.
- Preventions, Interventions and Partnerships are members of the Edinburgh LEARNS Equalities Steering Group. Meetings are held at the City Chambers and are attended by council education and teaching staff. Aims include improving equalities training for senior leaders and staff in schools and to assess equality subjects in the school curriculum.
- 2500 bus drivers have received training on hate crime and how to report it.
- 'Bystander' training for hate crime given to taxi drivers.
- Door stewards at licensed premises have all had a hate crime awareness session on what constitutes a hate crime and how to report it.
- Work has been carried out with the Edinburgh Interfaith Association to create an impact video with victims of hate crime to increase third party reporting sites and highlight the impact of hate crimes.



Vulnerable People

Drug Related Deaths		
	Total drug-related deaths: Edinburgh City 2018	93
	% change from 2017	2.1% reduction

Edinburgh has a well-established and developed partnership network which focuses both statutory and third sector agencies towards a health-centric approach designed to engage, treat and support those with substance abuse issues. Generally, this is delivered through Recovery Hubs which operate an open-door policy with no appointment necessary. However, those in need still require to get across the threshold of such facilities and for those in the grips of addiction that is not always a realistic proposition.

Operation Threshold, which commenced in January 2019, sought to overcome the barriers to engaging and supporting those at risk of harm from substance misuse through an Assertive Outreach programme. This involved a dedicated intelligence cell reviewing incidents and information systems to identify those at greatest risk of harm who had suffered an overdose or other drug related adverse episode. Once identified, the individual's details were passed to a single point of contact within the NHS, who triaged their health needs, reviewed recent contact with support and treatment services and generated an Anticipatory Care plan. The details were thereafter passed to the engagement team who traced the individual and sought their buy-in for onward referral and support.

In terms of the next steps, work is ongoing with partners to develop a sustainable Assertive Outreach/Anticipatory Care service which will see dedicated substance abuse nurses and outreach workers introduced to support Recovery Hubs in each of the city's localities. This approach will be further enhanced by a multiagency analytical service termed the Combined Health Intelligence Node which will collate, analyse and prioritise information on individuals at risk of harm. All stakeholders will feed in pertinent data enabling a holistic picture to be established and appropriate interventions, treatment and support to be delivered at point of need.

Edinburgh City Division are also supporting the re-establishment of Drug Death Review groups, which are to be convened in each of the four localities to enable analysis of the circumstances leading to drugs deaths within the area with the ultimate aim of capturing learning, identifying improvements to service provision and enhancing partnership coordination in response to the issue.



Human Trafficking



KEY FACTS

Human trafficking is the illegal trade and exploitation of people. It can take many forms and cover a wide variety of activities but human trafficking always involves either exploitation of a person or the intention to exploit a person.

Identifying the requirement for a coordinated approach, Police Scotland created the National Human Trafficking Unit (NHTU) which provides support to divisions and specialist crime departments.

This support takes the form of:

- Providing tactical advice.
- Providing a national partnership point of contact.
- Taking forward national intelligence development and dissemination to enforcement teams.
- Developing human trafficking action plans.
- Liaising with divisional champions to ensure consistency of message and partnership working throughout Scotland.
- Providing training for police officers, staff and partners.


Operation Risbalit is an Edinburgh City Division operation that has taken a ground-breaking approach to the investigation of potential victims of trafficking (PVoT) that has created a national blueprint for enquiries of this nature. Recognition has been given at UK level and, in particular, from Dame Sarah Thornton, Anti-Slavery Commissioner, who intends to present this operation as a case study at the upcoming Modern Slavery and Human Trafficking conference.




Needs of Local Communities

Success means the needs of the local communities are addressed through effective service delivery

Antisocial behaviour has reduced by 2.5% (49 fewer incidents) in comparison to last year to date. For a fuller picture on our work in relation to antisocial behaviour throughout the localities, refer to our funded officer activity report [here](#).

Antisocial behaviour	
 <p>SPOTLIGHT ON SOUTH WEST</p>	<p>Operation Sedgewick was designed to tackle the increased youth-related antisocial behaviour and associated criminality during the school summer holidays and saw a reduction of 9.4% in antisocial behaviour, with 391 fewer incidents reported, compared with the previous year to date.</p> <p>Community officers carried out targeted patrols alongside partners from the City of Edinburgh Council. Significant engagement with youth groups assisted with diversionary measures and support throughout the operation was provided by the deployment of council mobile CCTV.</p> <p>Operation Aftermath is the South West's response to drug use, violence and antisocial behaviour at Westside Plaza. Using community feedback and led by community officers, the operation has seen almost £50,000 of drugs recovered and a number of weapons and firearms seized with 29 people reported to the Procurator Fiscal.</p> <p>Antisocial behaviour within the South West area command has reduced by 8.5% (592 fewer incidents) against last year to date.</p>

Community Alcohol Partnership	
 <p>SPOTLIGHT</p>	<p>The multiagency Community Alcohol partnership (CAP) is a campaign established in Edinburgh to educate on the impact that alcohol abuse has on our communities and to tackle under-age drinking and associated problems.</p> <p>Recent work includes:</p> <ul style="list-style-type: none"> • CAP funding in North West supported police and youth workers at the Drumbrae Hub and Clermiston with the first Silent Blue Light Disco. • Intervention work was conducted at schools in Forth and Inverleith areas in response to reports of youths congregating and consuming alcohol • CAP funding facilitated crime prevention work to students in the South West including provision of anti-drink spiking merchandise. • To supplement the CAP, the multiagency North East 'Action on Alcohol Group' was recently established. This includes local youth groups and is chaired jointly by police and NHS to address the issues around alcohol related harm within the locality and the over provision of alcohol within Leith.



Operation Summer City



SPOTLIGHT

Operation Summer City was implemented in the city centre footprint during the period of the Edinburgh Fringe Festival. Delivered in partnership with the City of Edinburgh Council, event organisers and Essential Edinburgh this involved the deployment of dedicated officers to conduct high visibility patrols, engaging with local residents, visitors, business and partners to provide reassurance and deliver a focused and effective response where required.

A dedicated detail was included as part of the operation to ensure the safety and security of the 220,000 people attending the Edinburgh Military Tattoo over the course of the month.

During the operation, officers logged around 5800 patrol hours, undertook 652 licensed premises inspections and visits and charged 131 people in relation to a range of offences, from low level public disorder and violence to acquisitive crime and drugs.

A comprehensive media strategy ensured good engagement with the public through both conventional and social media channels with over 140,000 people reached online.

The Virgin Money Fireworks Concert drew the event to a close with spectators enjoying the spectacle across the city. The dedicated event policing detail, in collaboration with the event organisers, ensured a safe and secure event was delivered and, significantly, there were no instances of disorder or arrests.



CONFIDENCE IN POLICING

Success means public and communities are engaged, involved and have confidence in policing

Police Scotland is committed to a monthly User Satisfaction Survey. A change in process in January 2020 now sees a minimum of 123 surveys being conducted by an external consultancy, providing feedback on interactions with the police. These results are fed in through the monthly Tasking and Delivery process.

Results from September 2019, which compare favourably with national levels, are provided below:

	Adequately Updated	Treated Fairly	Treated with Respect	Overall Satisfaction
Sept 2019	68.4%	91.5%	94.9%	82.1%
2019/20 YTD	70.1%	92.6%	94.7%	82.3%

Engagement and involvement play key roles in every aspect of policing, identifying local priorities, problem solving and ensuring our communities have confidence in policing.

Community Engagement - a North West Case Study



SPOTLIGHT ON NORTH WEST

#Stronger North is the continued partnership focus on Muirhouse and West Pilton, as identified as a small area within the Locality Improvement Plan. It has the aim of improving opportunities for young people particularly in regard to employment and training, creating a cleaner/safer environment and improving community safety. Continued diversionary activity supported by local youth groups, Robertson Trust, Edinburgh College and other partners. Partnership activity is coordinated through a steering group and youth tactical group delivering support and intervention on youth offending. Joint walkabouts have resulted in a local community clean up/environmental improvements and crime reduction, including fire-raising.

The multiagency mental health group continues to develop, identifying and supporting local people affected by mental health concerns, ensuring appropriate support, providing triage for escalating concerns and developing effective trigger plans. One particular case demonstrated the close multiagency work between Family and Housing Support Team, community police and mental health support services. This resulted in appropriate support and intervention provided to a female resident with complex mental health concerns, placing significant demand on local services. Local teams progressed the case through the local vulnerable persons group, through escalating concerns and onto a Mental Health Tribunal (MHT) resulting in her needs being more effectively addressed. The work received positive comment from the MHT on the good use of the principles of the legislation available with specific reference to the use of 'least restrictive options'. It was cited as an excellent example of joint working and information sharing with vital information for this case coming from detail gathered by Police Scotland.



POSITIVE WORKING ENVIRONMENT

Success means our people are supported through a positive working environment enabling them to serve the public

Positive Working Environment



SPOTLIGHT

Training and Development

- Managing and Leading the Team external leadership training has been provided to officers by Fife College.
- Mentoring Programme – 17 individuals currently being mentored within Division.
- Following probationer workshops and feedback, a number of improvements were implemented to our probationary officer course.
- A new Divisional Probationer Induction day and Welcome Pack for new officers has been introduced.
- A workshop was held for female officers and staff to identify barriers to promotion and other under-represented specialist areas.
- Development sessions are being planned to prepare acting sergeants for their new role.

Wellbeing and Awards


- **Your Wellbeing Assessment** online psychological screening programme has been available to all from August 2019. A Wellbeing Coordinators group was formed and meets quarterly to disseminate national news/updates.
- A grant application to Police Care UK to run Hydration for Health initiative was successful. Funding secured to fit water filter units, targeted at 24/7 shift workers.
- Free flu voucher initiative delivered.
- Financial education and mortgage information inputs delivered by Police Mutual.
- Maggie's Edinburgh delivered a 'Cancer in the Workplace' session.
- East Health & Fitness event delivered at Fettes.
- A therapy dog pilot session was held at Fettes, facilitated by Canine Concern Scotland. This proved very 'popular' with over 100 staff in attendance over the two hour session! The vast majority of feedback was overwhelmingly positive:
 - ✓ 98% found this wellbeing event enjoyable and worthwhile.
 - ✓ 96% felt the event had a positive impact on their wellbeing.
 - ✓ 96% agreed that the event reduced their stress levels.
 - ✓ 98% would like to see this event held regularly.





SUSTAINABLE & ADAPTABLE SERVICE

Success means Edinburgh City Division is sustainable, adaptable and prepared for future challenges

The forthcoming year will see the implementation of a number of elements of organisational change across the Division.

Mobile Working	
 SPOTLIGHT	<p>The introduction of mobile devices allows our officers to maximise their time in Edinburgh's communities by enabling them to access police information systems on the go. Around half of our Division's frontline officers have now been equipped with a Samsung Note 9 mobile device giving officers the freedom to access and work on systems out with police stations. Feedback has been exceptionally positive with officers finding the functionality of the device surpassing their expectations. Operationally, the mobile devices have enhanced our agility and speed of communication when responding to live-time incidents. One such example was the apprehension of serial pickpocketers in the city centre. Two elderly females were targeted with the incidents captured on CCTV. Officers were able to quickly circulate the CCTV images to their colleagues on the ground who traced and arrested the suspects.</p>

 QUOTE	<p>Sergeant David Moran, South West Community Policing Team</p> <p>"The mobile device has provided me with a great deal more freedom and flexibility in my daily role. As a result of having access to police systems and being able to complete paperwork on the go, I am able to spend less time in the station and more time supporting my officers in the local community. I personally think it represents the most significant step forward in recent times for operational policing in Scotland."</p>
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Body Armour	
 SPOTLIGHT	<p>In 2019 Police Scotland launched a new body armour procurement strategy to provide officers with improved body armour. A short life working group was created to agree the specification for new and improved armour. The procurement process was completed and plans are in place to commence the issue of the armour in March 2020. Consultation has been conducted with colleagues in occupational health who have issued guidance on officer welfare whilst wearing armour which has been designed with the assistance of physiotherapists based within the Police Treatment Centre.</p>



Crime Statistics

Overall Recorded Crime					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Group 1-5	16070	16128	0.4%	16401	-1.7%
Group 1-7	27474	27520	0.2%	28040	-1.9%
Group 1	443	577	30.2%	414	39.2%
Group 2	627	675	7.7%	549	22.9%
Group 3	9955	9229	-7.3%	10167	-9.2%
Group 4	2601	2648	1.8%	2911	-9.0%
Group 5	2444	2999	22.7%	2359	27.1%
Group 6	6649	6695	0.7%	6748	-0.8%
Group 7	4755	4697	-1.2%	4890	-4.0%

Overall Solvency Rates					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Group 1-5	36.1%	39.0%	2.9%	35.7%	3.3%
Group 1-7	50.5%	52.2%	1.7%	52.0%	0.2%
Group 1	65.2%	62.9%	-2.3%	69.0%	-6.1%
Group 2	50.7%	56.3%	5.6%	58.6%	-2.3%
Group 3	24.7%	26.1%	1.5%	25.1%	1.0%
Group 4	18.6%	20.1%	1.5%	16.5%	3.6%
Group 5	92.6%	87.0%	-5.8%	93.8%	-6.9%
Group 6	63.0%	63.7%	0.8%	65.1%	-1.3%
Group 7	81.7%	80.9%	-0.7%	88.5%	-7.5%



Group 1 – Non Sexual Crimes of Violence - Recorded					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Group 1 Total	443	577	30.2%	414	%
Murder	3	4	33.3%	2	%
Culpable Homicide	2	4	100.0%	1	%
S1 Domestic Abuse	-	123	-	-	-
Att Murder	13	13	-	12	%
Serious Assault	210	182	-13.3%	190	-4.6%
Robbery	142	156	9.9%	133	17.3%

Group 1 – Non Sexual Crimes of Violence – Solvency					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Grp 1 Total	65.2%	62.9%	-2.3%	69.0%	-6.1%
Murder	100.0%	125.0%	25.0%	100.0%	25.0%
Culpable Homicide	100.0%	100.0%	-	100.0%	-
S1 Domestic Abuse	-	60.2%	-	-	-
Att Murder	92.3%	107.7%	15.4%	87.3%	20.4%
Serious Assault	69.0%	68.7%	-0.3%	72.2%	-3.5%
Robbery	60.6%	60.9%	0.3%	66.8%	-5.9%



Group 2 – Sexual Crimes – Recorded					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 2	627	675	7.7%	549	22.9%
Rape	106	88	-17.0%	97	-9.5%
Sexual Assault	179	207	15.6%	154	34.2%
Lewd & Libidinous	45	79	75.6%	47	65.3%
Indecent Communications	58	72	24.1%	46	55.2%
Threat/Disclose Intimate Image	31	36	16.1%	7	361.5%

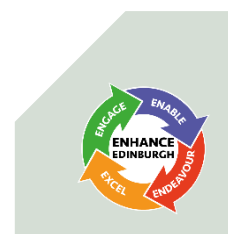
Group 2 – Sexual Crimes – Solvency					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 2	50.7%	56.3%	5.6%	58.6%	-2.3%
Rape	43.4%	51.1%	7.7%	57.4%	-6.3%
Sexual Assault	38.5%	48.8%	10.2%	46.4%	2.1%
Lewd & Libidinous	31.1%	78.5%	47.4%	67.8%	10.7%
Indecent Communications	69.0%	62.5%	-6.5%	58.6%	3.9%
Threat/Disclose Intimate Image	64.5%	47.2%	-17.3%	56.4%	-9.2%



Group 3 – Acquisitive Crime - Recorded					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 3	9955	9229	-7.3%	10167	-9.2%
Housebreaking Dwelling	641	479	-25.3%	783	-38.9%
Housebreaking Non-Dwelling	297	221	-25.6%	485	-54.5%
Housebreaking other	330	252	-23.6%	436	-42.3%
Total Housebreaking	1268	652	-24.9%	1705	-44.2%
OLP Motor Vehicle	581	271	-53.4%	582	-53.4%
Theft of Motor Vehicle	350	353	0.9%	485	-27.3%
Theft from Motor Vehicle	450	488	8.4%	476	2.5%
Total Motor Vehicle	1455	1181	-18.8%	1679	-29.7%
Theft Shoplifting	2317	2265	-2.2%	1913	18.4%
Common Theft	2551	2609	2.3%	2826	-7.7%



Group 3 – Acquisitive Crime – Solvency					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 3	24.7%	26.1%	1.5%	25.1%	1.0%
Housebreaking Dwelling	21.7%	28.6%	6.9%	34.2%	-5.6%
Housebreaking Non-Dwelling	7.4%	16.3%	8.9%	4.9%	11.3%
Housebreaking other	35.5%	34.1%	-1.3%	35.7%	-1.6%
Total Housebreaking	21.9%	27.2%	5.3%	26.2%	1.0%
OLP Motor Vehicle	6.5%	8.1%	1.6%	7.7%	0.4%
Theft of Motor Vehicle	29.1%	23.8%	-5.3%	23.8%	-
Theft from Motor Vehicle	5.8%	6.4%	0.6%	7.2%	-0.8%
Total Motor Vehicle	12.3%	12.4%	0.1%	12.5%	-0.1%
Theft Shoplifting	49.5%	51.5%	2.0%	56.5%	-5.0%
Common Theft	12.7%	14.8%	2.1%	14.2%	0.6%



Group 4 – Fire-raising, Vandalism etc. - Recorded					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 4	2601	2648	1.8%	2911	-9.0%
Fire-raising	122	110	-9.8%	142	-22.8%
Vandalism	2327	2349	0.9%	2568	-8.5%
Culpable & Reckless	135	183	35.6%	190	-3.9%

Group 4 – Fire-raising, Vandalism etc. – Solvency					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 4	18.6%	20.1%	1.5%	16.5%	3.6%
Fire-raising	19.7%	10.9%	-8.8%	18.5%	-7.6%
Vandalism	17.4%	19.5%	2.0%	15.3%	4.1%
Culpable & Reckless	38.5%	33.3%	-5.2%	29.8%	3.5%



Group 5 – Other Crimes – Recorded					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 5	2444	2999	22.7%	2359	27.1%
Carry offensive weapon	76	64	-15.8%	63	1.6%
Handling bladed/pointed weapon	136	131	-3.7%	112	16.5%
Bladed/pointed used in other criminality	70	96	37.1%	25	275.0%
Total offensive weapon	376	385	2.4%	239	60.7%
Supply of drugs	235	288	22.6%	220	30.8%
Possession of drugs	1002	1441	43.8%	953	51.1%

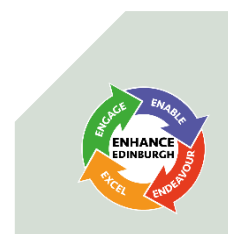
Group 5 – Other Crimes – Solvency					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 5	92.6%	87.0%	-5.6%	93.8%	-6.9%
Carry offensive weapon	85.5%	89.1%	3.5%	93.0%	-4.0%
Handling bladed/pointed weapon	91.9%	92.4%	0.5%	93.2%	-0.9%
Bladed/pointed used in other criminality	80.0%	72.9%	-7.1%	73.4%	-0.5%
Total offensive weapon	84.8%	84.2%	-0.7%	89.0%	-4.8%
Supply of drugs	100.0%	76.0%	-24.0%	80.8%	-4.8%
Possession of drugs	88.9%	83.1%	-5.8%	93.8%	-10.7%

Group 6 Recorded Crime					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Grp 6	6649	6695	0.7%	6748	-0.8%
Common assault	3054	3091	1.2%	3043	1.6%
Common assault - emergency workers	300	305	1.7%	249	22.3%
Total Common assault	3354	3396	1.3%	3292	3.1%

Group 6 Solvency Rates					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Grp 6	63.0%	63.7%	0.7%	65.1%	-1.3%
Common assault	53.2%	53.6%	0.4%	55.9%	-2.3%
Common assault - emergency workers	96.7%	97.0%	0.3%	97.4%	-0.4%
Total Common assault	57.1%	57.5%	0.4%	59.0%	-1.5%



Group 7 – Offences Related to motor Vehicles					
	18/19	19/20	% change from 18/19	5 year mean	% change from 5 year mean
Total Group 7	4755	4697	-1.2%	4890	-4.0%
Dangerous Driving	111	111	-	100	10.8%
Drink / Drug Driving	179	189	5.6%	176	7.1%
Speeding Offences	301	299	-0.7%	520	-42.5%
Driving whilst Disqualified	66	83	25.8%	70	18.6%
Driving without a Licence	282	220	-22.0%	252	-13.0%
Insurance Offences	704	654	-7.1%	635	3.0%
Seat Belt Offences	182	157	-13.7%	295	-46.9%
Mobile Phone Offences	267	202	-24.3%	433	-53.4%
Driving Carelessly	317	355	12.0%	282	25.5%
Using a MV without MOT	735	658	-10.5%	506	29.8%



Useful Links

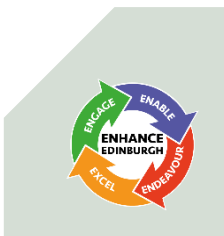
Police Scotland's Quarter 2 Performance Report for the Scottish Police Authority can be found [here](#)

Police Scotland performance statistics by council and multimember ward area is available [here](#)

The Culture and Communities Committee police funded officer activity report is available [here](#)

Should you desire any information that is not detailed on our website, you may submit an access to information request by following the instructions provided [here](#)





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Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Local Fire and Rescue Plan – Review 2020

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To note the report and to feed into the survey.

Andrew Kerr

Chief Executive

Contact: Gavin King, Democracy, Governance and Resilience Senior Manager

E-mail: gavin.king@edinburgh.gov.uk | Tel: 0131 529 4239

Report

Local Fire and Rescue Plan – Review 2020

2. Executive Summary

- 2.1 The Local Senior Officer for Edinburgh has asked for committee members to participate in a short survey on local service provision.

3. Background

- 3.1 The Scottish Fire and Rescue Service is required under the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to prepare Local Fire and Rescue Plans for each local authority in Scotland.
- 3.2 The publication of a new Strategic Plan 2019-22 in October 2019 now instigates a requirement to carry out a mandatory review of all Local Fire and Rescue Plans.

4. Main report

- 4.1 The Local Senior Officer for Edinburgh has asked for committee members to participate in a short survey on local service provision.

5. Next Steps

- 5.1 The survey is open until 18 March 2020. A report will be published in the future on the outcome of the review and will inform revisions to the Local Fire and Rescue Plan.

6. Financial impact

- 6.1 Not applicable.

7. Stakeholder/Community Impact

- 7.1 Not applicable

8. Background reading/external references

8.1 [Scottish Fire and Rescue Service Strategic Plan 2019-22](#)

9. Appendices

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**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

EDINBURGH AREA

**LOCAL FIRE AND RESCUE PLAN
REVIEW 2020**

Safety. Teamwork. Respect. Innovation.

Introduction

The Scottish Fire and Rescue Service is required under the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to prepare Local Fire and Rescue Plans for each local authority in Scotland. Our first Local Fire and Rescue Plans were published in April 2014. These were reviewed and replaced in 2017/18.

These Plans were developed to direct the Service through its initial transformation journey and to forge our place as a national organisation with a strong sense of local accountability. Against the drive of public sector reform, the local planning landscape continues to evolve to tackle inequalities and improve community outcomes through strong and open collaborative working.

The publication of our new Strategic Plan 2019-22 in October 2019 now instigates a requirement to carry out a mandatory review of all Local Fire and Rescue Plans. This review will provide us with information on how well we are performing against our existing priorities as well as highlighting areas for continued improvement and opportunities for change against the growing needs of our communities.

The Local Senior Officer will be leading this work in your local authority area. To support the review a range of statistics will be assessed to determine if SFRS activities are having the desired impact and to confirm future priority areas.

Review Process

The primary focus of SFRS will remain on the delivery of our core functions, but we will also consider how we may collaborate more to expand our reach and support a wider range of local needs.

The views of partners and communities are an important part of this review, and committee members are invited to participate in a short survey and give your views on our local service provision. The survey is available online on the SFRS Consultation Hub and will be open until 18 March 2020. It can be accessed at: <https://firescotland.citizenspace.com/planning-and-performance/local-fire-and-rescue-plan-review-2020/>

For information the survey questions are attached in appendix 1 which can also be used to respond by sending to the address highlighted.

In due course a report will be prepared on the outcome of the review. This will inform what revisions will be required in the Local Fire and Rescue Plan. If you wish to discuss this further or wish to discuss any other fire and rescue service matter, please do not hesitate to use the following contact information:

Kenneth Rogers, Local Senior Officer

Email: Kenneth.rogers@firescotland.gov.uk

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**SCOTTISH
FIRE AND RESCUE SERVICE**
Working together for a safer Scotland

**LOCAL FIRE AND RESCUE PLAN ENGAGEMENT
FEEDBACK RECORD**

Local Authority Area:

Edinburgh

Name of organisation/representative:

1. How satisfied or dissatisfied are you in how the Scottish Fire and Rescue Service is performing in your area?

Very satisfied	Quite satisfied	Neither/ Nor	Quite dissatisfied	Very dissatisfied
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2. How satisfied or dissatisfied are you at the way in which the SFRS understands and reflects local needs in their plans and activities?

Very satisfied	Quite satisfied	Neither/ Nor	Quite dissatisfied	Very dissatisfied
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3. Has there been any change in the quality of services delivered by the Scottish Fire and Rescue Service over the last 3 years?

Much better	A little better	No change	A little worse	Much worse
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4. In the past 3 years are you aware of any change and innovations used to improve service provision and outcomes?

Much more	A little more	No change	A little less	Much less
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5. How satisfied or dissatisfied are you with the level information you received on local fire and rescue activity or developments?

Very satisfied	Quite Satisfied	Neither/ Nor	Quite dissatisfied	Very dissatisfied
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6. Listed below are a number of core fire and rescue services, please rate these in terms of their importance to you:

	Very Important	Quite Important	Neither/ Nor	Not important
Being prepared for and responding to fires				
Promoting fire safety in the home				
Enforcing fire safety in non-domestic buildings				
Being prepared for and responding to road traffic collisions or serious transport incidents				
Being prepared for and responding to animal rescues				
Being prepared for and responding to flooding incidents				
Helping you be prepared for emergency situations				

7. Listed below are other services we would like to do more of, please rate these in term of importance to you:

	Very Important	Quite Important	Neither/ Nor	Not important
Being prepared for and responding to acts of terrorism				
Working with partners to identify and help people at risk of preventable accidents in their home				
Working with partners to reduce crime and improve safety				
Working with partners to support young people				
Working with partners to support older people				
Working with partners to improve the health and wellbeing of communities				

Working with partners to support the local economy and those in poverty				
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8. Are there any other fire and rescue activities which are important to you that are not listed?

9. Are there any areas that we need to improve on in your locality?

Thank you for completing this survey.

Please can you return this to:

Kenneth Rogers

Local Senior Officer: City of Edinburgh: Scottish Fire and Rescue Service

McDonald Road Fire Station,

93 McDonald Road, Edinburgh, EH7 4NS

E: Kenneth.rogers@firescotland.gov.uk

Policy and Sustainability Committee

10:00am, Tuesday, 25 February 2020

Review of Event Management Operations in Edinburgh - Edinburgh's Christmas

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the improvements in event management operations following the review by the Chief Executive.
- 1.2 To establish the Festival and Events All Party Oversight Group as outlined in appendix two of this report.
- 1.3 To note that, subject to formal approval by Governance Risk and Best Value Committee (GRBV), Internal Audit propose to undertake an audit of the event planning as part of their draft 20/21 Audit Plan.

Andrew Kerr

Chief Executive

Contact: Gavin King, Democracy, Governance and Resilience Senior Manager

E-mail: gavin.king@edinburgh.gov.uk | Tel: 0131 529 4239

Review of Event Management Operations in Edinburgh - Edinburgh's Christmas

2. Executive Summary

- 2.1 Following a review by the Chief Executive, a number of areas for improvement were identified regarding how major events were managed in Edinburgh. The report outlines a series of actions to address the areas raised in the review.

3. Background

- 3.1 Following a motion by Councillor Mowat, a report on the decision-making surrounding Edinburgh's Christmas was reported to the Policy and Sustainability Committee on 26 November 2019. In it the Chief Executive explained that the Council was looking at how the governance and strategic and operational management of significant events including this event could be strengthened and that this would be reported to the Policy and Sustainability Committee on 25 February 2020.
- 3.2 The Committee on 26 November 2019 also asked that the report cover:
- 3.2.1 what actions could be taken regarding the failure to comply with the Scheme of Delegation outlined in paragraph 4.16 and his recommendations regarding any such actions; and
- 3.2.2 If any failures by the Council took place in regard to statutory, or other requirements of not ensuring all terms of legislation were complied with in regard to Planning and Building Control; how the timescales for decision on these matters regarding the Christmas Market vary from normal processes; why any exceptions are considered acceptable and whether any other such exceptions are made.

4. Main report

- 4.1 This report seeks to address the questions raised at the Policy and Sustainability Committee in November 2019 but will not repeat the findings of that report. The focus of this report is on how the Council can improve the management of major

events in the City and address key issues that arose in December and early January.

- 4.2 The previous report looked at planning permission and the need for a building warrant. This report is not seeking to duplicate information and there is no further information on the building warrant. However, further information was requested at committee regarding the planning permission for Edinburgh's Christmas.
- 4.3 As detailed in the November 2019 report, officials met Underbelly on 30 August 2019 to discuss the permissions required for the market and informed Underbelly that planning permission was required for the 2019 market. Underbelly stated that they would be making an application but would not be able to meet the timescales required for a full application to be in place before commencing their build on 18 October 2019 as there was no final layout plan. A question was raised at committee in November 2019 as to why Planning Permission in Principle was not advised by the Council when it became clear that there was insufficient time for a full planning application to be determined. Planning Permission in Principle can be a longer process, as once granted the applicant would need to submit an application for approval of any matters specified in the conditions of the planning approval. In addition, a Proposal of Application Notice involving a twelve-week consultation was still required whether it was a full planning application or Planning Permission in Principle. As a result, Planning Permission in Principle was not a viable alternative to going through the normal planning process.
- 4.4 A question was also raised as to whether there was any consultation with elected members on taking enforcement action. The decision as to whether to take enforcement action is one for the relevant committee but it is delegated to officers as to whether they wish to recommend such action to the committee. As detailed in the November 2019 report, given that the Christmas Market has been in place for a number of years, officers did not consider it appropriate to instruct Underbelly not to proceed in the absence of planning permission.
- 4.5 The Planning service has followed the Council's processes and policies in relation to Edinburgh's Christmas. The actions taken have been proportionate and reflective of the circumstances, relating to the previous planning permission, and there is no suggestion of any differing approach outside that which would normally be taken for an event of this size and importance.
- 4.6 The key area where improvement is required is that the Council requires early engagement to meet any statutory timescales, be that for licensing, road permissions or planning. This engagement will help any applicant gain an understanding of the issues and assist with decision making timescales. Such engagement will also inform meaningful consultation and engagement that is required as a result. The provision of sufficient information at an early stage in the planning of an event is key to the Council being able to manage the event effectively.
- 4.7 The review of how the Council manages its major events has identified a number of areas for improvement. This report will outline key actions with particular reference

to Edinburgh's Christmas and Hogmanay around coordination of events, co-ordination of information, a consistent Council approach, Elected member oversight, resident and stakeholder communications, delegated decisions and parks and green space management.

Key areas of improvement in the Council Management of Events

- 4.8 **Event Co-ordination and Information Management.** The organisation of a major event in the city, especially one that impacts on multiple Council services, requires careful co-ordination. At an operational level, this is achieved by the Events Planning and Operations Group (EPOG). The EPOG is an advisory, multi-agency team made up of all relevant Council services and partner agencies, including the emergency services, in conjunction with venue owners, managers and event organisers. Information and engagement across the Council is needed much earlier in the process than is currently given to the EPOG by event organisers. In addition, the main focus of the EPOG is on public safety and thus does not cover all the relevant issues for the Council entailed in coordination of large-scale events, particularly some of the high-level strategic objectives.
- 4.9 The provision of information is not always effectively communicated between Council services. An event organiser will often assume that contact made with the Council and information provided will be shared across all services, but in a large complex organisation this is not always the case. Individual officers in different services may not be aware of the impact of a proposal on a different service area e.g. closure of a park affecting income from concessions contained within; dual licensing where activity displaces year-round street trading.
- 4.10 The division of responsibility between different Council services may be operationally necessary but can result in a lack of a central point of control with oversight of all the Council's interactions and permissions required. For the majority of events this would not be required but is necessary for any event of scale.
- 4.11 **Key action:** The Council should establish a Council major events steering group, consisting of senior officers from all relevant service areas which would ensure there was an adequate flow of information between Council services and early identification and sight of any necessary permissions or approvals. This would consider events well in advance of them taking place so as to ensure early engagement with event organisers and the Council. The group would enable the Council to take a co-ordinated and consistent approach to events and manage its own activities and dependencies across different directorates and how they interact with the event organiser. This group would support and oversee the Council's operational groups that manage and run individual events.
- 4.12 **Key Action:** Officers are currently examining all statutory, legal and access requirements that apply to events and are looking at how the Council can ensure these are being complied with. This will be considered by the major events steering group before being submitted to the All-Party Oversight Group.

- 4.13 **Key Action:** EPOGs should commence earlier in the planning cycle of any events. Attendance of all relevant Council directorates at EPOGs should be prioritised as this is essential to ensure information is shared across the Council.
- 4.14 **Consistent Council Approach** - Event organisers such as Underbelly have several points of contact within the Council. However, more contentious decisions are often taken straight to elected members or senior officers rather than being escalated through an appropriate operational level of lead contact. This can lead to a convoluted process of decision making that does not allow those tasked with operational delivery of services or those in a regulatory role to fulfil their roles in an appropriate manner. This can lead to inconsistent messaging to event organisers which adds complexity to the management of any event.
- 4.15 **Key action:** There should be a named officer who will be responsible for each major event. This will enable a consistent approach by the Council and clarity of accountability to ensure consistent engagement from the Council with the event organiser. This will also provide a clear process of escalation for Council staff from different directorates.
- 4.16 **Key Action:** All named officers should undertake relevant training in order to effectively discharge their duties and responsibilities for the event(s).
- 4.17 **Elected member oversight** – Although many of the decisions around event management are operational and thus must be taken by officers, major events have a reputational impact on the city and would benefit from additional elected member oversight. A more robust / established process for keeping members informed would also limit the opportunity for confusion should an escalation in decision making be needed.
- 4.18 **Key action:** The Council created a strategic group (Strategic Events Partnership) of representatives of the City’s key stakeholders to leverage city wide delivery and support for events in Edinburgh. The group reviews proposed events, assesses potential commitment by member organisations and allows the City to compete effectively to secure major events. The Chief Executive of the Council chairs this group, but it is proposed that an elected member is also appointed to the group to allow political input at this level.
- 4.19 **Key action:** It is proposed that a Festival and Events All Party Oversight Group is established to ensure greater elected member oversight of the major events development and delivery. A proposed membership and remit is outlined at appendix two of the report.
- 4.20 **Resident and stakeholder communications** Events bring major benefits to residents and visitors, but largescale events will bring a degree of disruption. Communications and engagement with residents are therefore a core component of any event management process. The Council should be engaging with citizens so as to understand and, where possible, mitigate any negative impacts. There should be absolute transparency and a shared understanding between the Council and event organisers as to the roles, responsibilities and approval of communications to the public. Where necessary this should be clarified in the contract also.

Communications plans should be timeous and proactive rather than at the later stages of the event planning process.

- 4.21 **Key Action:** The Council should ensure that for future events there is provision in any contract regarding communications which sets out the responsibilities and any involvement the Council may require. The optimum solution would be to have a communications officer working alongside the Council's partners on major events. This would allow a close working relationship, ensuring both parties were aware and content with the event's messages.
- 4.22 **Delegated decision – making** - As outlined in the report in November 2019, the decision to extend the market to the south of the railway line was not taken fully in accordance with the rules set out in the Scheme of Delegation to Officers. Although there was extensive consultation, the consultation did not include all local ward members. There is no suggestion that this occurred because of any wish to wilfully not comply with the Scheme of Delegation. Discussion has taken place within the Corporate Leadership Team on the need for all officers to understand their duties when carrying out actions under the Scheme of Delegation and this is being communicated through management teams. No further action is thought necessary.
- 4.23 The Committee also asked that the review of the Scheme of Delegation to Officers in 2020 takes account of politically controversial decisions and member briefings.
- 4.24 **Key action:** hold briefings with both elected members and officers on the Scheme which subsequently will be reported to the Council in June 2020.
- 4.25 **Parks and Green Spaces** – A revised and improved Edinburgh Parks Events Manifesto was approved by Council in 2014. This policy provides a framework for a balanced and sustainable events programme within the city's eight most popular venues and ensures that the quality of the land is maintained to the highest standard possible. It limits the number of events held in each individual park, the length of time an event is permitted on site, the ideal "rest period" required between events and gives guidance on specific site factors and, as such, indicates the most appropriate type of event for the park.
- 4.26 The City's parks and greenspaces fulfil a variety of roles to residents and visitors and while many enjoy the Christmas celebrations and other large events, others prefer to use the parks as an area of peace and quiet in the city centre. Striking a balance between the two is essential.
- 4.27 Recently officers have taken the decision not to extend the contract for the summer attraction (big wheel) in Princes Street Gardens. This decision was taken due to the upcoming consultation on the Public Space Management Plan (PSMP) and due to the maturity of the trees and the likelihood that there would be damage to these trees in the future.
- 4.28 **Key Action:** A review is being undertaken of the Edinburgh Parks Events Manifesto and Public Spaces Protocol to ensure that the approach to the management of public spaces in the city is co-ordinated and that simplified, transparent processes are in place to support the use of these spaces. The aim is to develop a single PSMP to be supported by a single set of processes, criteria and procedures when applications are received in the future; The new PSMP will combine public spaces and parks into one document and will set out a strategy for how each of the city's public spaces can be used. The draft PSMP is expected to be presented to the

Culture and Communities Committee in March 2020 with consultation beginning in April 2020 and a final document considered in June 2020.

- 4.29 **Key action:** Irrespective of the approach adopted, the Council, like other agencies, must produce a clear and unambiguous high-level strategy as early as possible in the planning phase of an event, signed off by (the) relevant senior officer(s) to inform all Council departments and functions of the objectives and targets to be attained for the event.

Edinburgh's Christmas and Hogmanay –issues arising

- 4.30 **The Norwegian Tree and Nativity scene** were removed in the days between Christmas and Hogmanay to allow for the screen on Mound Place, which is necessary for the Hogmanay Street Party and for safety announcements. The removal of the Tree was undertaken with the knowledge and consent of the Council and the Norwegian Consulate; and the removal of the Nativity scene with the knowledge and consent of the Council.
- 4.31 The Mound Christmas tree had been in place since 16 November; its removal from the Mound took place on the same date as in the two previous years. The Nativity scene was relocated in 2019 from St Andrew Square where it has been located previously.
- 4.32 **Edinburgh's Christmas – Reinstatement of Princes Street Gardens** - Every year, the Council appoints a contractor to reinstate East Princes Street Gardens following the departure of the Christmas market. The reinstatement is overseen by the Council's Parks Team, delivered by a third-party contractor, and paid for entirely by Underbelly.
- 4.33 This year, work to reinstate the gardens has started earlier than usual. The reinstatement works are weather dependent and a target of Easter for full reopening is usually set. However, with good weather it is hoped that this can be several weeks earlier this year.
- 4.34 The redevelopment works by the National Galleries of Scotland were delayed and incomplete by the time Underbelly took occupation of East Princes Street Gardens. In recognition of this, a financial contribution towards the completion of the works has been agreed between the Council and National Galleries of Scotland. This work will be delivered alongside the Christmas market reinstatement works.
- 4.35 **Edinburgh's Hogmanay – Resident and Business Access Passes** - Residents and their guests are not prevented from accessing their own homes during Hogmanay. The process of asking residents to inform the event organiser of how many passes they require for their property is a long-standing process.
- 4.36 The Street Party attracts over 60,000 people into Edinburgh city centre. A secure arena is erected to control numbers accessing the street, a recommendation which originated from a review of the 1997 street party, and to ensure the safety of those attending. To assist residents and businesses within the arena, a system for access passes was established in the late 1990s. In 2019, tickets were replaced with wristbands to allow quicker and smoother access through security to resident and business properties. In 2019, 45 residences submitted requests for more than 6 wristbands compared to 24 in 2018. All of these requests were accommodated, and

no access to those requesting bands was restricted or refused. Given the requirement to balance access against safety and security, the pass system is considered by all agencies to be the best solution. It is acknowledged that the communication of this and the engagement with residents could be improved and this is addressed in the key improvement actions

- 4.37 **Edinburgh's Hogmanay – Loony Dook** - The South Queensferry Loony Dook has been part of Edinburgh's Hogmanay for some years now and is part of Edinburgh's Hogmanay at the request of the community as a result of the popularity of the event. It is still run in collaboration with some of the founders of the Loony Dook in South Queensferry.
- 4.38 For safety reasons, primarily due to the narrow access route on a set of stairs and the size of the beach, there is a limit on the number of participants taking part at the Loony Dook in South Queensferry. The number, 1,100, is agreed jointly with the local community, the Council and safety advisors. It represents the maximum number of people that can safely use the narrow steps onto the beach and safely stay on the foreshore.
- 4.39 The price of the Loony Dook was set at £10 including a donation to the RNLI by the previous contractor, Unique Events, in 2016. Underbelly set the price at £12, including a £1 donation to the RLNI in 2017 and it has remained the same price since. Underbelly operates the event at a loss to itself of over £7,000 with the Christmas Market subsidising this event. The income after VAT and the donation to the RNLI is £9,912 and the costs – stewarding, policing, safety and production – are over £17,000.

5. Next Steps

- 5.1 Work will be undertaken to implement the operational improvements to event management outlined in the report.
- 5.2 The Festival and Events All Party Oversight Group will be established and diary dates for meetings scheduled.
- 5.3 Subject to formal approval by Governance Risk and Best Value Committee (GRBV) Internal Audit propose to undertake an audit of the event planning as part of their draft 20/21 Audit Plan.

6. Financial impact

- 6.1 The creation of an All-Party Oversight Group can be contained within existing resources. Additional resources will be necessary to provide a tighter grip of major events.

7. Stakeholder/Community Impact

- 7.1 The improvements to the event management process looks to address risks and issues that may arise from significant events in the City.
- 7.2 A public consultation on Edinburgh's Christmas will take place later in 2020.

8. Background reading/external references

- 8.1 Culture and Communities Committee 28 January 2020 [Motion by Councillor Osler – Winter Festival Consultation](#)
- 8.2 Policy and Sustainability Committee 26 November 2019 – [Edinburgh's Christmas – Motion by Councillor Mowat](#)

9. Appendices

Appendix one – Timeline regarding 2019 Christmas and Hogmanay Events

Appendix two – Membership and Remit of the Festival and Events All Party Oversight Group

Appendix three – Private Agenda only (Restricted under Local Government Act 1973 Schedule 7A paragraph 9)

Appendix One - Timeline Regarding 2019 Christmas and Hogmanay Events

7 March

The Council receive a letter from Underbelly in response to concerns that the full area of East Princes Street Gardens may not be available for Edinburgh's Christmas 2019 due to the National Galleries' redevelopment works.

Mid-April, an on-site meeting between The Council and the National Galleries of Scotland (NGS) Project Manager, is held where the Council is advised by NGS of delays to their works. They advised that the Mound Precinct works would be finished in time for occupation by The Fringe (1 August 2019). Gardens works completion dates were not able to be confirmed at that time but a later statement on 24 April by NGS states that the Gardens will be ready before 'the Festival 2019'.

26 April, officers from Culture met with Underbelly who presented options for a structure in East Princes Street Gardens and how it could be financed. A further meeting with Underbelly and the Council is held to discuss the proposals. Underbelly request an agreement in principle within 2 weeks.

29 April

Underbelly formally submit proposals and costings to the Council. Underbelly request a three-year extension, use of the south of the Gardens, and agreement to halt activities on George Street and Festival Square, which lose money.

Early May – discussions with the Leader, Depute Leader and key conveners.

3 May

A letter is sent from the Council to Underbelly stating:

- An immediate one-year extension to both contracts (terminating after 2020/21);
- Agreement that the loss-making activities on George Street and at Festival Square will no longer take place;
- As provided for in their tender submission, agreement that approximately 70% of the shaded area is to be used if such a reduction is required;
- Any works to the infrastructure of the Gardens to be agreed by the Council and Underbelly to provide a guarantee to the NGS in connection with their 5-year planning obligation to maintain/replace the plant stock.

10 May

The Council receives a response from Underbelly to the letter of 3 May. Underbelly requests a 2-year extension, not one, and agreement to proposals for use of the East Gardens (but not south side).

Mid-May, advice is sought from Procurement and Democracy, Governance & Resilience on whether an extension would need to go back to Committee or if this was contained within the original contract report to the Finance and Resources Committee. The advice received was that it did not need to go back to committee.

Based on this advice, a proposed report to Culture and Communities Committee on Hogmanay and Christmas KPI's and a contract extension for June was delayed.

Later in May, Underbelly requested early resolution as they needed to secure a headliner for Hogmanay.

Following discussions with Underbelly and NGS, it is proposed by Underbelly that Will Rudd Davidson provide an engineering assessment to the Council to demonstrate that the proposed structure is safe and does not cause significant or structural damage to the new landscaping. In order to remove any suspected conflicts of interest (WRD are Underbelly's engineers) it is suggested that the Council's own engineers double check the assessment made by WRD. Initial timescales for this piece of work are 6-8 weeks.

At the end of May, The Council request a full set of structural drawings and method statements from NGS.

6 June

Underbelly request an urgent decision on their proposed use of East Princes Street Gardens to allow Hogmanay artists to be secured. The Executive Director of Place states that councillors will require briefed if the decision cannot wait to Committee on 18 June and needs to be taken under delegated authority.

10 June

A briefing is held with Councillors McNeese-Mechan, Wilson, Rankin, Osler and Mitchell. Councillors Doran, Miller and Mowat could not attend the meeting but subsequent conversations were had with these elected members.

A letter is issued to Underbelly offering them the two-year extension with several conditions including payment of all outstanding sums and demonstration that the structure does not cause significant or structural damage to the new banks in East Princes Street Gardens.

17 June

A full set of structural drawings and method statements from NGS are eventually supplied (requested end of May). During this period, it became clear that the Council was not in receipt of any of the structural plans/drawings for the landscaping and redevelopment.

Delay in provision of correct documentation impacts on this assessment process. In order to satisfy the Council's Engineers as to the safety of the proposals, documentation is requested from Underbelly/NGS.

18 June

An Emergency Motion is tabled on the extension of Edinburgh's Christmas and Hogmanay at the Culture and Communities Committee, which is agreed.

During July and August, a number of surveys are undertaken by Underbelly in East Princes Street Gardens and work continues on the engineering assessment.

8 August

The Council meet with NGS. NGS project was running over schedule by this point.

Parks are informed by Planning that planning permission expired in January 2018, that none was in place for last year's event and a new application will need to be made.

A meeting is held later that day between the Council and Underbelly on plans for Christmas. Underbelly are advised that planning permission has expired.

9 August

The first Christmas briefing from Underbelly to EPOG/stakeholders takes place. This shows a 2D overview of the scaffolding structure on north side of East Princes Street Gardens but no activity on the south side.

Mid-August - officers raise concerns over the condition of EPSG and the high likelihood that the Gardens won't be complete by date of occupation by Underbelly.

End of August - Building Standards contact Underbelly raising the need for building warrants for some structures and advising that planning permission has expired.

30 August

A meeting is held to discuss the need for building warrants. Underbelly advise that they will not have time to make a full planning application before they start building and that the scaffold structure and layout has yet to be formally agreed between the Council and Underbelly (subject to engineering safety checks).

2 September

Underbelly write to the Council with a new site layout and to ask to use the south section of EPSG due to poor condition of some banks on north side. This is caused by delays to NGS works.

4 September

Written briefing to the Leader, Depute Leader and Conveners and Vice Conveners of Transport and Environment and Culture and Communities Committees.

16 September

The SNP group is briefed on the delay to the National Galleries' landscaping works and the impact on the Christmas market.

12 October

The Council approves Underbelly's scaffolding structure, demonstrating that it will not cause structural damage to the new landscape in East Princes Street Gardens.

26 November

A report to the Policy and Sustainability Committee outlines the decision-making processes during this period and their broad compliance with the Council's governance.

Appendix Two

Festival and Events All Party Oversight Group

1. Membership

- i. Convener and Vice-Convener of the Corporate Policy and Strategy Committee
- ii. Convener and Vice-Convener of the Culture and Communities Committee
- iii. 1 Representative from Conservative Group
- iv. 1 Representative from Green Group
- v. 1 Representative from Liberal Democrat Group
- vi. City Centre Councillors

2. Convener/Chair

The chair will be the convener or vice convener of the Policy and Sustainability Committee and if they are not present then the Convener/Vice Convener of the Culture and Communities Committee will assume the chair for that meeting.

3. Substitutes

Substitutes are permitted from the same political group.

4. Officers

Officers will attend to support meetings.

5. Remit

- i. Provide scrutiny and oversight of the delivery of festivals in Edinburgh.
- ii. Facilitate and engage with key stakeholders including representatives from local communities.
- iii. Ensure a co-ordinated Council wide approach to festivals and events.

6. Meeting Frequency

The APOG will meet on an eight-week cycle but may meet more frequently if determined necessary by the Chair.

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of the Local Government(Scotland) Act 1973.

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Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Edinburgh Poverty Commission Progress Update

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee.
 - 1.1.1 Note the work carried out by the Edinburgh Poverty Commission to date, and plans for publication of final recommendations at the end of March 2020
 - 1.1.2 Agree to the development of a cross-council work programme to take forward the implementation of Edinburgh Poverty Commission recommendations to be considered by Committee by June 2020
 - 1.1.3 Agree to the establishment of the Poverty All Party Oversight Group and its proposed remit
 - 1.1.4 Note the development of existing officer and cross partner working groups to support this work programme.

Andrew Kerr

Chief Executive

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Edinburgh Poverty Commission Progress Update

2. Executive Summary

- 2.1 This paper provides an update on progress of the Edinburgh Poverty Commission in the period since its formal launch in November 2018. Final recommendations from the work of the Commission are planned for publication at the end of March 2020.
- 2.2 Following publication, this report proposes that Council commit, by June 2020, to agreeing a comprehensive programme of cross council actions in response to the findings of the Commission. This is in keeping with the developing priorities of the change strategy and the commitment to a prevention strategy.
- 2.3 The paper further proposes an approach to governance and development of this work programme, with adoption of a new Poverty All Party Oversight Group with a remit to champion the prioritisation of action within the Council and across the city to end poverty in Edinburgh.

3. Background

- 3.1 In June 2018 City of Edinburgh Council agreed to support the launch of a new independent Edinburgh Poverty Commission and agreed that recommendations proposed by the commission will be used to inform the implementation of the Council Change Strategy. The launch of the Commission was similarly supported in June 2018 by the Edinburgh Partnership Board, with a commitment that the Commission findings would be used in the development and implementation of the Edinburgh Community Plan.
- 3.2 The Commission is an independent group made up of 12 people from a range of sectors and backgrounds, including citizens who have direct experience of living in poverty in Edinburgh. Jim McCormick, Associate Director Scotland for the Joseph Rowntree Foundation, is the chair of the Edinburgh Poverty Commission, with Cllr Cammy Day as vice chair.
- 3.3 In October 2019 the Finance and Resources Committee approved the adoption of addressing poverty and sustainability as the policy priorities which will provide a focus for development of the Council's budget for 2020-23.

- 3.4 In November 2019 the Policy and Sustainability Committee noted the emerging findings arising from the work of the Commission and, in advance of final recommendations, agreed that officers would work with Edinburgh Partnership colleagues and other stakeholders to develop specific joint actions and options on selected key findings identified in the interim report. An update on this activity is provided in this report.

4. Main report

Progress to date

- 4.1 Throughout 2019 commission's inquiry has been structured around three phases of work - considering aspects of poverty in Edinburgh relating to the themes of 'Pockets', 'Prospects', and 'Places'. Each phase includes visits to community projects in all parts of the city, evidence gathered from citizens on their experience of poverty, evidence gathered from support services, and commissioned research into the reality of poverty in this city and what solutions work best.
- 4.2 As at February 2020 the Commission has:
- 4.2.1 Met 6 times in full session to hear and deliberate on evidence from citizens, service providers, community groups, and researchers, covering the three inquiry phases described above
 - 4.2.2 Made 41 additional visits to meet and hear from community groups, citizen groups, public and third sector organisations, and other stakeholders
 - 4.2.3 Launched 3 public calls for evidence and one barometer survey, and analysed the results of over 800 submissions received through these calls so far
 - 4.2.4 Heard from and visited over 50 organisations across the city
 - 4.2.5 Commissioned new research into the experience of citizens living on low income in Edinburgh, and attitudes to poverty across all parts of the city. This research is being carried out by the Poverty Alliance and incorporates focus groups and one to one interviews with citizens. The full cost of this research is covered by funding provided to the Commission by Scottish Government.
 - 4.2.6 Engaged with Poverty Truth Commissions and other citizen led initiatives in other cities to help inform the development of independent legacy structures needed to carry forward the work of the Commission post March 2020.
 - 4.2.7 Developed new branding and communications toolkit for the commission, and launched a new independent website at www.edinburghpovertycommission.org.uk/
- 4.3 During the final phase of the commission's work, a further round of citizen based activities are planned to test and challenge the commission's findings with Edinburgh citizen's from a range of backgrounds. These will include two community

hearing sessions during February and March, facilitated by Poverty Alliance and the Scottish Poverty and Inequality Research Unit.

- 4.4 In November 2019 the Policy and Sustainability Committee agreed for officers to work with Edinburgh Partnership colleagues and other stakeholders to develop specific joint actions and options on selected key findings identified in the interim report, including in the first instance:
- 4.4.1 A more streamlined, accessible, and high impact city-wide advice service for those seeking support on welfare rights, debt, homelessness, and employability
 - 4.4.2 A new approach to engaging local private sector leaders in designing a new Fair Work Guarantee for Edinburgh
 - 4.4.3 A change in culture among support service providers to tackle stigma and improve understanding of poverty and its impacts
- 4.5 In December 2019 initial proposals on each of these points were discussed by the Edinburgh Partnership Board, with an agreement to develop formal business cases for the partnership to take forward. In January 2020 the Council's new Economic Advisory Panel discussed and agreed to take forward actions to co-design with businesses and partners a new approach to promoting fair work practices. Further actions on these business cases will be considered by the Edinburgh Partnership at its March 2020 meeting.

Draft findings

- 4.6 Final recommendations from the work of the Edinburgh Poverty Commission will be published at the end of March 2020.
- 4.7 In summary, throughout its consideration of the evidence received, the Commission finds that poverty is not a marginal issue in the Edinburgh. It affects a sizeable proportion of the population – 80,000 people including almost one in four of all children – and with much evidence to suggest its scale and impacts are growing larger over time.
- 4.8 The picture emerging is one in which the modern face of poverty in Edinburgh is not restricted solely to one of destitution, homelessness or only found in specific geographies. The majority of people in poverty in this city are of working age, probably in employment, probably living in rental accommodation in a family with children.
- 4.9 Very often these families will be affected by illness, by disabilities, and by mental health problems brought about either as a cause of or as a result of the poverty they experience. Such families live in every area of the city, in every type of neighbourhood and community. The majority of people in poverty in Edinburgh do not live in those areas commonly considered as 'poor' or 'deprived'.
- 4.10 In response to these findings, and the voices of citizens who have taken part in this inquiry, the Commission finds that:

- 4.10.1 All people in Edinburgh, whether they are in poverty or not, want to feel control over their lives and to contribute to a city where people look after each other
- 4.10.2 It is not right that so many people feel that the city does not care about their wellbeing, feel exhausted by the impossible decisions life on a low income demands, and feel trapped in a system that does not help them to thrive
- 4.10.3 Poverty in Edinburgh is neither acceptable nor inevitable, and the city has many of the tools and influence it needs to end poverty, and
- 4.10.4 There is no credible solution to poverty in Edinburgh that is not led by and delivered with the people those solutions are designed to support
- 4.11 By 2030 the Commission recommends that Edinburgh should aim to rank among the best performing cities in Europe for solving poverty. This would mean that:
 - 4.11.1 No-one in Edinburgh feels stigmatised because of their income or assets
 - 4.11.2 No-one in Edinburgh is destitute, having to do without the basic essentials they need to eat, keep clean and stay warm and dry.
 - 4.11.3 Fewer than one in ten people are in poverty at any given time
 - 4.11.4 No-one spends more than 2 years in poverty during their lifetime
- 4.12 With this vision as its guide, the Commission has identified the key game changers needed to end poverty in Edinburgh. They are the things which would change not only the amount of money in people's pockets, but their experience of living in Edinburgh. Final recommendations of the Commission are still in development, but are focused on ensuring that by 2030 people who are struggling to get by in Edinburgh are able to expect:
 - 4.12.1 Fair work that provides enough to live on and security of income
 - 4.12.2 A decent home you can afford to live in
 - 4.12.3 Support on ways to maximise income and reduce the cost of living
 - 4.12.4 Opportunities and support to get on in life
 - 4.12.5 Affordable connections to all parts of the city we belong to
 - 4.12.6 A culture of change built and co-produced by people who have experience of poverty in this city
 - 4.12.7 A visible and long term commitment from all sectors of the city to end poverty in Edinburgh
- 4.13 Across all these game changers the final recommendations of the Commission will provide practical and deliverable propositions for actions to be taken forward, including timescales for change, lead agencies/owners for each activity, and assessments of each proposition as to resource requirements and expected impact horizon. The recommendations set out by this Commission focus predominantly on decisions and issues it is largely in the power of this city to address. Some proposed changes may require additional investment, but in it is envisaged that

many of the recommendations of this Commission can be delivered with existing resources – the main drivers being change in practice, understanding and culture.

Governance and Delivery

- 4.14 Following publication of final recommendations, it is proposed that the Council commits to agreeing a formal response to the findings of the Edinburgh Poverty Commission by June 2020. This response should take the form of a comprehensive, cross-council, cross-partner programme of work setting out clear commitments to action in the short, medium, and long term.
- 4.15 It is proposed that the Policy and Sustainability Committee will continue to be the executive committee that provides political leadership and approves the direction of travel, programme, targets and strategy in this area. There may also be further specific policy commitments or actions contained within the Programme that require approval at other executive committees as appropriate. In addition, it is proposed that a new governance framework is established below the executive committees that will provide ongoing oversight and strategic co-ordination of Poverty Commission responses across the work of the Council.
- 4.16 In particular, it is proposed that in order to recognise the work undertaken to reinvigorate approaches to poverty following the Edinburgh Poverty Commission, the Council establishes a new Poverty All Party Oversight Group (APOG).
- 4.17 The APOG's membership and proposed terms of reference are outlined in Appendix 1 to this paper, but in brief the group would:
- 4.17.1 Champion the prioritisation of action within the Council and across the city to end poverty (including child poverty);
 - 4.17.2 Support and drive a co-ordinated approach to embed Edinburgh Poverty Commission recommendations throughout all Council services and across the city;
 - 4.17.3 Provide additional scrutiny and oversight to the development and implementation of a Delivery Programme for the implementation of Edinburgh Poverty Commission recommendations;
 - 4.17.4 Provide additional scrutiny and oversight to the development and delivery of the annual Local Child Poverty Action Report;
 - 4.17.5 Support and work with citizen groups and other partnership groups involved in the delivery of Edinburgh Poverty Commission recommendations.
- 4.18 At an officer level, working groups with cross Council and multi-agency membership are already in place to support the development of this work programme, building in particular, on strong working relationships built in recent years for support of the Children's Services Plan with associated poverty reduction actions.

5. Next Steps

- 5.1 Next steps for the Edinburgh Poverty Commission include:
 - 5.1.1 February and March 2020 – hosting of two Citizen Hearings to discuss and co-design final Edinburgh Poverty Commission recommendations with a diverse range of citizens
 - 5.1.2 March 2020 – publication of the final recommendations of the Edinburgh Poverty Commission
 - 5.1.3 June 2020 – Policy and Sustainability Committee considers a comprehensive, cross-council work programme in response to Edinburgh Poverty Commission recommendations.

6. Financial impact

- 6.1 Secretariat support for Edinburgh Poverty Commission is led by City of Edinburgh Council which provides project management functions for the Commission, with colleagues across the Edinburgh Partnership providing additional support and contributions as the project requires.
- 6.2 All costs for the Commission are covered by a budget of £76,000. This is made up of £16,000 of funding provided by Edinburgh Partnership to cover running costs, and £60,000 provided by Scottish Government to cover the cost of research and citizen engagement activities. No additional financial costs are incurred by the Council associated with its support of the Commission.
- 6.3 In addition to that funding, the project has secured additional research support from Joseph Rowntree Foundation covering the period to March 2020.
- 6.4 Throughout its work the project has also been dependent upon the time of its 12 commission members and their commitment and investment in the inquiry process. As at February 2020, this has equated to well over 500 hours of volunteer time from our independent commission members.

7. Stakeholder/Community Impact

- 7.1 Details of stakeholder and community engagement are detailed in the paper above.

8. Background reading/external references

- 8.1 [City of Edinburgh Council, June 2018](#)
- 8.2 [Corporate Policy and Sustainability Committee, October 2018](#)
- 8.3 [Finance and Resource Committee, October 2019.](#)
- 8.4 [Policy and Sustainability Committee, November 2019](#)

9. Appendices

Appendix 1 – Poverty All Party Oversight Group – Terms of Reference

Appendix 1: Poverty All Party Oversight Group

Terms of Reference

1. Membership

- 1.1. Council Leader or Deputy Leader
- 1.2. Convener or Vice-Convenor of the Education Children and Families Committee
- 1.3. 1 Representative from Conservative Group
- 1.4. 1 Representative from Green Group
- 1.5. 1 Representative from Liberal Democrat Group

Where the role of Poverty Champion is not represented by one of the other above mentioned positions, membership of the group will include the Poverty Champion with other memberships adjusted to ensure appropriate cross party balance.

2. Convener/Chair

The group will be co-chaired by the Poverty Champion and the Convener/Vice Convenor of the Education, Children and Families Committee.

3. Substitutes

Substitutes are permitted from the same political group.

4. Citizen, Officer and Partner attendance

Officers, partners, and citizen representatives will attend to support, and contribute to meetings in line with the requirements of the agenda and with agreement from the co-chairs.

5. Remit

- i. Champion the prioritisation of action within the Council and across the city to end poverty (including child poverty);
- ii. Support and drive a co-ordinated approach to embed Edinburgh Poverty Commission recommendations throughout all Council services and across the city;
- iii. Provide additional scrutiny and oversight to the development and implementation of a 3 year Action Plan for the delivery of Edinburgh Poverty Commission recommendations;
- iv. Provide additional scrutiny and oversight to the development and delivery of the annual Local Child Poverty Action Report;
- v. Support and work with citizen groups and other partnership groups involved in the delivery of Edinburgh Poverty Commission recommendations.

6. Meeting Frequency

The Poverty APOG will meet on an eight-week cycle but may meet more frequently if determined necessary by the co-chairs.

Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Arm's Length External Organisation's – Reporting to Committee

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To approve the reporting approach as set out in paragraphs 4.10 - 4.13.
- 1.2 To note that the Chief Executive would be undertaking a wider review on how the Council works with its Arm's Length External Organisations.

Andrew Kerr

Chief Executive

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Arm's Length External Organisations – Reporting to Committee

2. Executive Summary

- 2.1 This report aims to set out clear reporting arrangements to the Council for the Council's arm's length external organisations (ALEOs).

3. Background

- 3.1 As stated in the Accounts Commission's report on the Councils' use of arm's length external organisations (May 2018), oversight, accountability and good management are essential to deliver effective public services.
- 3.2 The City of Edinburgh Council operates a number of ALEOs to deliver designated services. Whilst the ALEO takes on responsibility for the delivery of service, the Council retains responsibility for the proper and prudent use of public funds and achieving best value.
- 3.3 Due to these responsibilities, it is essential that the Council has effective governance arrangements in place that support arrangements within the individual ALEOs.

4. Main report

- 4.1 Arrangements for ALEOs reporting to the Council was set out in May 2016. Implementation of the arrangements has been mixed and further clarity is necessary. This report aims to set out those reporting arrangements.
- 4.2 The 2018 Accounts Commission report on the Councils' use of arm's length organisations detailed that Councils and Council companies must continue to apply the principles set out in the 'Following the Public Pound Code'
- 4.3 The Following the Public Pound Code sets out six principles that require Councils to:
- have a clear purpose in funding an ALEO;
 - set out a suitable financial regime;

- monitor the ALEO's financial and service performance;
 - carefully consider representation on the ALEO board;
 - establish limits to involvement in the ALEO; and,
 - maintain audit access to support accountability.
- 4.4 The report also details that the monitoring of financial and service performance should include:
- how ALEOs secure best value;
 - how ALEOs improve outcomes for people;
 - consider risks, performance and how the ALEOs fits with Council priorities; and,
 - consider compliance with Service Level Agreements, contracts and other obligations.
- 4.5 The Council's compliance with the principles set out in the Following the Public Pound Code is much wider than just committee consideration, it applies to the Council's interactions with its ALEOs at all levels. The Chief Executive intends to review how the Council works with its ALEOs, examining its shareholder agreements and Service Level Agreements that it holds with these bodies to ensure a greater degree of consistency and clarity of relationship.
- 4.6 It is important to note that an ALEO board needs to act independently when determining how to meet its objectives. Scrutiny of the ALEO by the Council should not exercise control over the ALEO and should not merely replicate the scrutiny of the board.
- 4.7 Some of the Council's ALEOs are also registered charities and as a result are regulated by the office of the Scottish Charity Regulator (OSCR). This is an important consideration for committees as for example charities are no-profit making.
- 4.8 In June 2016, the Council agreed reporting arrangements for Council companies. This followed an internal audit that highlighted a potential conflict of interest for executive committee members scrutinising a company that they were also board directors. As a result, the Council separated the scrutiny of ALEOs between the relevant executive committee and the Governance, Risk and Best Value Committee (GRBV).
- 4.9 The division of scrutiny between executive committees and Governance, Risk and Best Value Committee is essential to ensure that potential conflicts of interest are mitigated. However, the separation of scrutiny between GRBV and executive committees has not always been clear, and duplication of scrutiny has been common.

4.10 To provide clarity, ensure relevant matters are fully considered and avoid duplication there should be a clear delineation between the committees

It is proposed that:

- Executive Committees – should scrutinise the future direction of the ALEO, performance of service delivery, progress against any agreements such as Service Level Agreements, and any emerging issues.
- Governance, Risk and Best Value Committee – should scrutinise the ALEO's financial performance and any risks impacting the Council and/or ALEO.

4.11 Reports should also include the company's annual accounts. It should be noted that there may be occasions that some information in the report will not be able to be made public due to commercial sensitivity; this though should be kept to a minimum.

4.12 It is recommended that a representative from the ALEO's executive is present for consideration of reports. The Council observer should also be present.

4.13 Committee reports should include a section from the Council's observer with any comments they have on the company, risks to the Council and the overall operation of the organisation.

5. Next Steps

5.1 If agreed, the reporting arrangements will be provided to the relevant ALEOs and Council directorates.

6. Financial impact

6.1 There is no financial impact as a result of this report.

7. Stakeholder/Community Impact

7.1 None

8. Background reading/external references

8.1 [City of Edinburgh Council 30 June 2016 – Council Companies](#)

8.2 [Audit Scotland – Council's Use of arm's length organisations](#)

9. Appendices

Appendix one – list of ALEOs who report to committee

Appendix One

	Company	Committee
1	Capital Theatres Trust	Culture and Communities
2	Transport for Edinburgh	Transport and Environment
3	Lothian Buses	Transport and Environment
4	Edinburgh Trams	Transport and Environment
5	Capital City Partnership	Housing, Homelessness and Fair Work
6	Edinburgh Leisure	Culture and Communities
7	Edinburgh International Conference Centre	Housing, Homelessness and Fair Work
8	Marketing Edinburgh	Housing, Homelessness and Fair Work

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Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Sustainability Programme Progress Update

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee.
 - 1.1.1 Note the sustainability programme update and the programme plan for delivery of the City Sustainability Strategy 2030
 - 1.1.2 Note the appointment of the Climate Commission Chair and the confirmed Commission membership
 - 1.1.3 Note the update on the Edinburgh Conference
 - 1.1.4 Note the resource arrangements to support the programme
 - 1.1.5 Note the update on the Sustainable Energy Action Plan and the positive progress made on current city emissions target
 - 1.1.6 Agree that moving forward any continuing SEAP projects are brought into the wider Sustainability Programme and future reporting on city emissions will reflect the new council target for 2030

Andrew Kerr

Chief Executive

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Sustainability Programme Progress Update

2. Executive Summary

- 2.1 This paper provides a summary of ongoing activity being undertaken across the Council and as part of the corporate sustainability programme activity. It provides
- 2.1.1 an overview of the Council's engagement and consultation activities including the youth summit and plans for the city conference.
 - 2.1.2 an outline of the planned approach to the next 12 months of activity culminating in the publication of the City Sustainability Strategy 2030.
 - 2.1.3 a summary of the Sustainable Energy Action Plan and proposes that remaining projects and future reporting be subsumed into the Sustainability Programme.
- 2.2 The work involved in supporting a coordinated approach to activity across the Council and the scale of the challenge facing the Council and our partners in delivering the 2030 City Sustainability Strategy is significant. As such, this report also addresses the plan for resourcing corporate activity with support from the EIT Climate-KIC deep demonstrator funding.
- 2.3 Finally, the report confirms the appointment of the Independent Chair to the Edinburgh Climate Commission which has been co-sponsored by the Edinburgh Centre for Carbon Innovation and the Council with funding support from the Place-based Climate Action network. The report also provides an update on the confirmed Commission membership and planned next steps.

3. Background

- 3.1 The Council has set a target for the City of Edinburgh to be carbon neutral by 2030. This commitment has resulted in the Corporate Policy and Strategy Committee being re-established as the Council Policy and Sustainability Committee. An All Party Oversight Group on Sustainability and Climate Emergency was also established to provide ongoing cross party political leadership to the agenda. The Chief Executive chairs a newly established officers Sustainability and Climate Emergency Programme Board comprising key senior officers, supported by a

working group of officers from service areas across the Council. A corporate sustainability team has been established to support this council activity.

- 3.2 The Policy and Sustainability Committee agreed a council short window improvement plan that looked across 14 areas of council business to identify immediate actions, reprioritisation, increased scale and speed of current commitments that could be progressed within current politically agreed parameters with limited financial impact to the Council. Business cases are to be developed where action may result in a financial decision for the Council.
- 3.3 The Council also began its city engagement process around climate change with the Edinburgh Talks Climate survey which was launched in November. This was supported by a number of focus groups with representation of citizens from across the city. The issue of Citizens Assemblies and the potential role that they may play in supporting citizen engagement in the challenges around climate change were previously considered at Committee and it was agreed that this issue would be fully explored once the Poverty Commission had made its recommendations in March regarding future citizen engagement and collaboration. The Council also committed to delivering a youth summit and designing a city conference to promote and galvanise activity in Edinburgh.
- 3.4 In looking at the wider challenge presented by the Council carbon target, Leeds and Edinburgh University were commissioned to produce a research paper on city carbon emissions which reported its early findings to Committee in October 2019.
- 3.5 The research found that:
 - 3.5.1 Edinburgh had made good progress on reducing carbon emissions to date but that if current approaches were sustained that progress was likely to flatten out.
 - 3.5.2 Key drivers of city emissions are transport; domestic energy; commercial and industry.
 - 3.5.3 The Council directly contributes about 3% of city emissions with the main public bodies (Council, further and higher education, NHS) amounting to 12% of city emissions.
 - 3.5.4 Maintaining the status quo will incur increasing costs year on year for businesses, public bodies and citizens for example through the increasing cost of energy consumption.
 - 3.5.5 To meet the 2030 carbon target would require a significant step change in city activity that has the support and active contribution of private sector partners and citizens.
 - 3.5.6 The city could get 56% of the way towards its carbon neutral target with current technology and innovation. While costs were estimated at £4.0 billion, the research suggested this investment would yield a £550 million annual saving, paying for itself within 7.5 years. This investment would likely include spending decisions already planned as well as some additional investment.

- 3.5.7 The city could get 67% of the way with cost-neutral and technically possible interventions but the return on investment for these would currently be neutral or over a longer payback period.
- 3.5.8 This showed that there was currently a technological, legal and/or regulatory gap in current capacity and ability to deliver carbon emission reductions that can meet the 2030 target. This is partially due to the scope of the research being city emissions, meaning future national actions on areas such as decarbonising the national grid are not reflected. While it is expected the city's emission reductions will be augmented by such actions, it is also expected that some development of current technologies will also be required within the 10 year window of the target.
- 3.5.9 The report augmented this economic analysis with reference to wider economic benefits of the investment in activity to progress towards becoming carbon neutral such as job creation and less economically quantifiable but important impacts on air quality, health and biodiversity.
- 3.6 In recognising the importance of climate action being a city-wide effort, and the importance of civic activism and private sector commitment and innovation, the Council agreed to co-sponsor with ECCI the establishment of an Edinburgh Climate Commission, with funding and other support from the P-CAN network. The Committee agreed the scope of the Commission, the establishment of an independent chair and the broad parameters of the Commission remit.

4. Main report

Progress to date: Short Window Improvement Plan

- 4.1 A full report on progress delivering on the Short Window Improvement Plan will be made at the next Policy and Sustainability Committee meeting. Key programme management mechanisms have been put in place to support monitoring and evaluation of performance and progress. These have been given early consideration by the All Party Oversight Group. This will include an analysis of current council owned emissions as a baseline for future performance monitoring and will be supported by a carbon scenario tool being developed in partnership with ECCI. This will ensure future business case development that takes account of the estimated carbon impact of a decision or project.
- 4.2 However, it is worth noting in this report that a significant number of key strategic documents referenced within the SWIP have already been published with significant and enhanced focus on and prioritisation of the Council's carbon target. These include
- 4.2.1 The Choices document for the Local Development Plan;
 - 4.2.2 The City Mobility Plan;
 - 4.2.3 The Strategic Housing Investment Plan;

4.2.4 Edinburgh Design Guidance; and

4.2.5 The City Tourism Strategy.

4.3 Further activity is underway across all of the commitments made in the plan but for illustration:

4.3.1 processes to look at youth engagement are making significant progress, the sustainable procurement strategy has been consulted upon and is expected at Committee in March.

4.3.2 Council procurement team is representing all local authorities on the Scottish Government Procurement Climate Change Group.

4.3.3 The fleet review is progressing with aim to deliver a 100% electric car fleet by the end of 2020, and a 100% electric van fleet by 2022/23. Research on options for electric vehicle charging infrastructure is underway and a business case for accelerating and/or expanding the planned EV programme will then be developed. The research will also outline options for stimulating the demand for electric vehicle use in Edinburgh.

4.3.4 A new green infrastructure working group has been established to identify opportunities for the use of green infrastructure and nature-based solutions within new and existing infrastructure projects; this will include opportunities within school grounds where infrastructure changes are planned.

4.3.5 To support wider work with schools, a new sustainability steering group has been established to drive support for schools to work with pupils and parents on tackling climate change. The group's remit spans strategic and operational activity, including the Edinburgh Learns Framework for Sustainability in the Learning Estate; leadership, challenge and accountability for action; and professional learning, organisational cultures and behaviours needed to drive change.

Citizen Engagement

4.4 Phase 1 of citizen engagement began in November with a survey of citizens views and attitudes to climate action. Responses continue to be submitted but to date over 1,255 citizens have responded. Early analysis of citizen attitudes suggest that those responding to the survey have a high awareness of climate issues, believe local action is a priority, and that people are, or will, act to address the climate change challenge.

4.5 One of the most important aspects of the survey was beginning to understand what barriers may exist that prevent citizens from taking immediate action to address climate change.

4.6 Barriers to action identified by respondents included:

4.6.1 Current circumstances around housing or employment status;

4.6.2 Costs of making change – a minority of changes actually more expensive, but strong concern about immediate costs;

- 4.6.3 Time involved in making change; and
- 4.6.4 Persuading others.
- 4.7 It is clear that those proactively responding to the climate survey tend to be citizens with good knowledge and a relatively strong commitment to climate action. However, to get a fuller picture of the views of all citizens, the council also conducted focus groups with attendees recruited from across the social and demographic makeup of the city. These sessions had a more widespread debate and discussion about climate change and climate action. Respondents:
 - 4.7.1 Felt that climate change is a serious issue, which held a greater value and importance to attendees than education and was equally as important as addressing homelessness.
 - 4.7.2 However, respondents also articulated a universal enjoyment of holidays abroad with nearly all attendees having flown for pleasure in the last year.
 - 4.7.3 There was a willingness to consider reducing meat, reducing dairy was felt to be 'too hard'. Similarly saving energy was seen as easy but saving water had less support.
 - 4.7.4 The question of whether and why to make the effort was raised, reflecting a perceived futility in individual action, which may be negated by a neighbour's unwillingness to adopt similar actions or behaviours.
 - 4.7.5 Respondents held an overall acceptance of shared responsibility for climate action but believed that (all) governments have a role to enforce or make everyone act.
 - 4.7.6 Respondents were also concerned that low-impact actions can be dismissed as 'greenwashing', despite their power in signalling a shift in culture – this was particularly aimed at private business practice.
- 4.8 A deeper analysis and next steps in community and citizen engagement will be developed once the Climate-KIC European monies are in place.
- 4.9 In the meantime, the Council had committed to delivering a youth summit to begin an ongoing process of engaging and collaborating with the city's young people on climate change. The first event will take place on 28 February at Dynamic Earth with around 150 young people. The event is being co-produced with young people and the day will be led by young people. As well as hearing their concerns, views and priorities about climate action, the intention is to co-design the future approach to an ongoing engagement and collaboration with young people.
- 4.10 The Council had a stronger than expected response from across Edinburgh with over 400 young people from a wide range of schools wanting to be involved in the event. This exceeded initial expectation and event capacity. Responding positively to this demand, the summit planning team refocused the event on the 28 February to engage with young people from secondary schools only, with a further date set for the 28 April for a second event with younger age school children. The intention is to work with schools and teachers to inform and develop a deeper conversation

about climate action that younger school children can work on and develop as part of curriculum for excellence. Council officers are working on collating a school 'pack' of resources to support this engagement.

Phase 2 engagement

- 4.11 The October policy and sustainability report laid out a broad approach to an ongoing conversation with citizens about climate change and climate action through social media and other innovative approaches, rather than solely through the more traditional online surveys that are the basis for more formal council consultations. While resources remain an issue, progress has been made to support this phase of engagement to begin shortly.
- 4.12 Five short video clips have been created demonstrating how residents have made simple changes to their lives which deliver a range of benefits, including contributing to sustainability. These videos will be promoted through Council social media channels and shared on our online Dialogue site. The site will be developed as a place where citizens can share ideas and join an ongoing conversation/debate/exchange about what people in Edinburgh can do about the climate emergency.
- 4.13 The Council will draw insight into citizens views as well as learning around civic activism and citizen action that will support the ongoing development of the sustainability programme. It is envisaged that the dialogue will over time become a self-sustaining forum for engagement, collaboration and debate about climate change that will support the city and citizens to work toward the ambitious targets that have been set.
- 4.14 The Edinburgh Talks Climate Dialogue will launch in early March, following the first Youth Summit, and content will be uploaded weekly through March and April. The effectiveness of this approach to engagement will be monitored and reported to the APOG.
- 4.15 The recruitment of communication and engagement capacity as part of the deep demonstrator programme will support this activity to grow and develop over the next 12 months. As mentioned in the background section of this report, the option of a citizen jury/citizen assembly, or other ongoing approaches to citizen collaboration will be fully explored in a paper to the next Policy and Sustainability Committee meeting.

City Conference update

- 4.16 In light of other resource pressures and the significant milestone represented by COP26, officers have revised the date of the Edinburgh Conference to the Autumn of 2020. A further update will be given to the APOG and depending upon the scale of the event and appetite from partners to support and engage in a shared activity, Council will be asked to approve the plan and its resourcing at a future date.

Climate Commission update

- 4.17 Dr Sam Gardner has now been appointed as the independent Chair of the Edinburgh Climate Commission. Dr Gardner is the Head of Climate Change & Sustainability at Scottish Power where he is driving forward a program of work

designed to ensure Scottish Power plays its full part in tackling climate change. He previously worked for WWF Scotland for 12 years, most recently as Deputy Director. At WWF Scotland Sam led a team focused on securing lasting solutions to the environmental and climate change crises. His work has covered the introduction of the first Climate Change Scotland in 2009 and its implementation over the last ten years.

- 4.18 He has worked closely with stakeholder from across industry, academia and the public sector on the transition to net zero, in particular on electric vehicles, low carbon infrastructure, renewable heat and the power sector. Sam previously worked for SEPA and the RSPB in Scotland. In 2017 he was seconded into the Climate Change division of the Scottish Government to work on the monitoring framework for the Climate Change Plan.
- 4.19 As Independent Chair of the Commission and in addition to Cllr Adam McVey as Vice Chair, Dr Gardner has invited and can confirm the following sector leaders as members of the Commission -
- 4.19.1 Andrew Kerr – Chief Executive of City of Edinburgh Council
 - 4.19.2 Dave Reay – Director of Edinburgh Centre for Carbon Innovation at the University of Edinburgh
 - 4.19.3 Clare Foster – Partner, Shepherd and Wedderburn
 - 4.19.4 Daisy Narayanan – Director of Urbanism, SUSTRANS
 - 4.19.5 Bridie Ashrowan – Chief Executive, Broomhouse Space
 - 4.19.6 Teresa Bray – Chief Executive, Changeworks
 - 4.19.7 Kaisie Rayner – Responsible Investment Manager - Scottish Widows
 - 4.19.8 Calum Murray – Director CCG Scotland
 - 4.19.9 Diarmaid Lawlor – Associate Director, Scottish Futures Trust
 - 4.19.10 Alex Hilliam – Behaviour Change Expert Consultant
 - 4.19.11 Andrea Nicholas - Chief Executive, Green Tourism
- 4.20 Posts relating to civil society and the inclusion of young people are also due to be announced shortly. A complete list of members will be circulated to the committee as soon as possible. The intention is for the Commission to hold its first formal meeting at the end of the month.

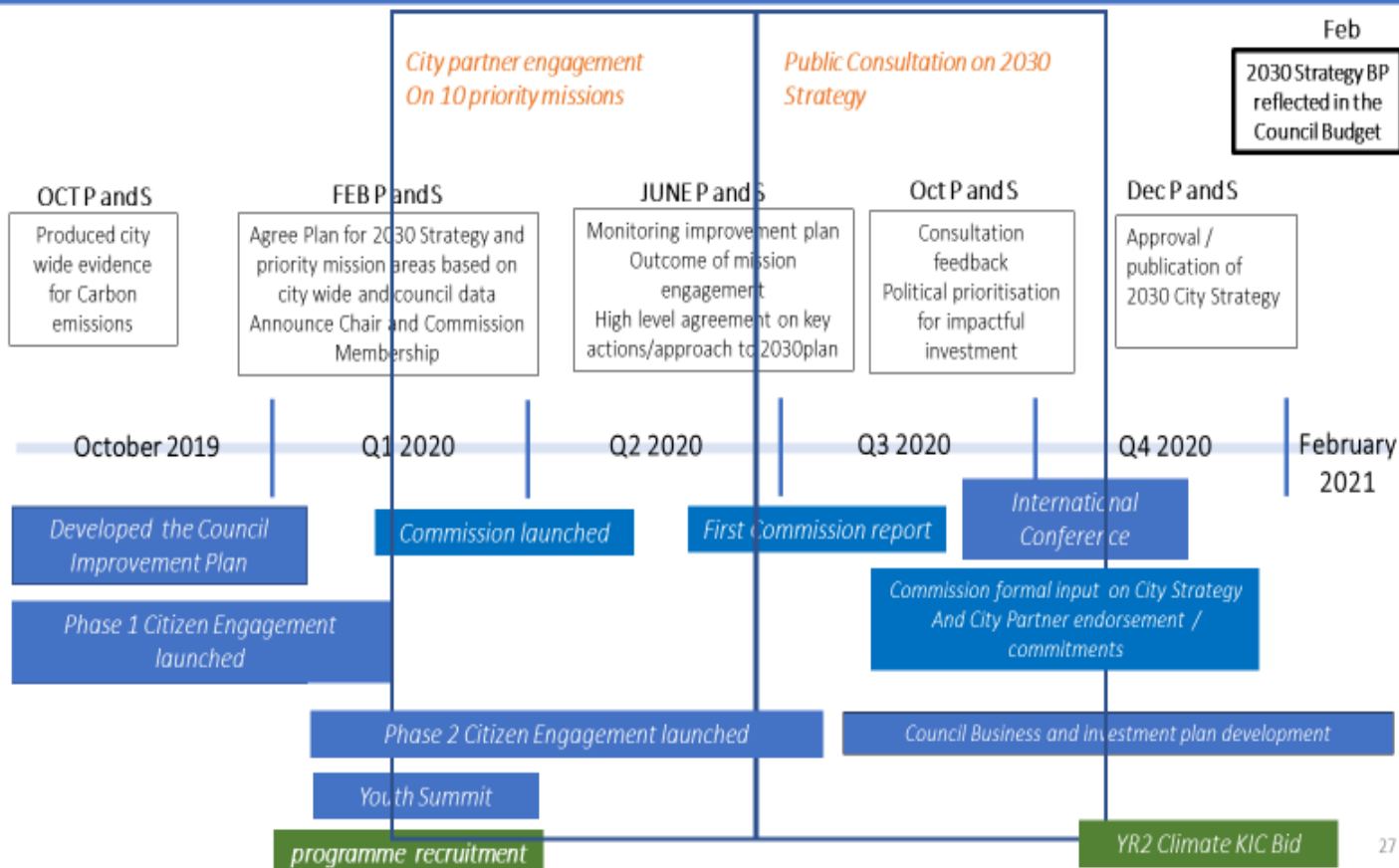
City Sustainability Strategy 2030: Approach and timeline

- 4.21 The Climate Commission will play an integral part in leading the city to consider the key most impactful actions that can be taken to ensure that the city is carbon neutral by 2030. The Commission will provide focus, challenge, expertise and leadership to the overall agenda, but it will be for the Council to publish the City Sustainability Strategy.
- 4.22 The programme outline below lays out the key tasks and timescales involved in delivering a City Sustainability Strategy that can be published by December 2020.

However, the focus of this work and the strategy will need to be on impactful action if Edinburgh is to lay strong foundations and develop specific change proposals and projects to reach the 2030 target. This is why the proposed outline continues past the strategy publication to the setting of the next Council budget in 2021. This reflects the reality of needing to proactively invest in action to tackle climate change and the overarching commitment of the Council that its budget will deliver on the policy priorities of sustainability, poverty and wellbeing.

- 4.23 In addition, as outlined in earlier council reports, in such a pressing and dynamic context it will be essential that the strategy moves away from traditional strategy development to a mission led approach. As such, with the support of ECCI and Climate KIC, 9 priority missions have been identified so far.
- 4.23.1 New build housing becoming zero carbon
 - 4.23.2 Transforming future city energy generation
 - 4.23.3 Transforming city waste recycling
 - 4.23.4 Retrofit of heritage, commercial and public buildings
 - 4.23.5 Retrofit of domestic housing
 - 4.23.6 Decarbonisation of city transport
 - 4.23.7 Readyng Edinburgh for climate impact
 - 4.23.8 Citizen behaviour change and civil society innovation and activism
 - 4.23.9 Ensuring a just transition to a low-carbon Edinburgh
- 4.24 The Climate Commission will have more and potentially different things to add in the debate around key city priorities and key missions for the city, but it is intended as far as possible for the Council, the Commission, and the Strategy, to take a dynamic and agile approach to climate action across the complex landscape of this city. As a first step in this process the Chief Executive of the Council has invited Chief Executives from key partners and organisations across the city to a round table on climate action. The Council will also work with partners including Transition Edinburgh to host a workshop of civil society and community action groups to consider the key challenges and consider how best to engage with and support community action moving forward.
- 4.25 Elected members are invited to note the timeline outlined below

Plan to delivery of 2030 Strategy



Resourcing

- 4.26 This programme of activity is responding to an issue which impacts all areas of business for the Council and stakeholders from across the city. It is also being conducted at significant speed and can only be delivered with the right resources in place. Brexit was predicted to have some impact on the EIT Climate KIC resources and indeed there was a reduction of 20% applied to the initial grant which the Council and ECCI successfully bid for. However, the Climate KIC resources agreed for this year remain a significant €1 million, albeit with a delay in contractual confirmation of the release of resources.
- 4.27 Strategy and Communications intends to augment current capacity over the coming month by recruiting 4 fixed term and 1 permanent grade 8 posts into the team. These would include a programme and partnership manager, a project and investment manager, a communications and engagement manager, a policy manager and a carbon data analyst. These posts are due to be advertised by the end of February. To ensure progress the Council will bear the risk of any budget slippage in the recruitment of these posts for a full 1 year term.
- 4.28 The Council relationship with Climate KIC is intended to be a 5-year strategic partnership to deliver significant impactful change. However, it is highly likely that the UK leaving the EU will have an ongoing impact and the Council will need to consider this in future reports. In the meantime, the Council will use the next year to

work in collaboration with Climate KIC and ECCL to source and secure wider support for the city sustainability activity.

Sustainable Energy Action Plan

- 4.29 This report also provides an update on progress towards achieving the target of reducing carbon emissions by 42% by 2020. Last year's report showed that we had reached a 33% reduction in emissions. This year, the data demonstrates that it has increased to 34.9%. Based on current figures, the Council is on a trajectory to exceed the target of 42% by 2020.
- 4.30 Progress towards this target is driven by the totality of the Council's efforts to reduce carbon emissions. However, in previous years a small number of specific sustainability projects have been monitored through a Sustainable Energy Action Plan (SEAP).
- 4.31 A full description of projects included under the SEAP are listed in Appendix 2. By way of summary, the status of the projects can be allocated into three categories:
- 4.31.1 **COMPLETED:** Some projects have been completed since the SEAP was first published, these have now been removed from the plan and will not appear in any future reports to Committee.
- 4.31.2 **NOT PROGRESSED:** Some projects were identified for exploration and have either not been progressed or did not prove viable and the action has been closed.
- 4.31.3 **ONGOING:** Some projects are ongoing activities that can now be classed as mainstreamed or best practice activity of the Council. These will not be reported as individual projects into the future, as the strategic aims of the SEAP will be taken forward through the Council's wider sustainability programme and as such, will inform regular monitoring and reporting of the 2030 target. Where ongoing projects remain, they will be included into the corporate sustainability programme.
- 4.32 Although the Council has now set the more challenging target of becoming carbon neutral by 2030, we will also report on the 2020 target until its completion date to ensure appropriate accountability and transparency. As there is a two year lag in the data underpinning this target, it is intended to monitor and report progress until the final 2020 dataset becomes available in 2022. Thereafter reporting will focus on our 2030 target only.

5. Next Steps

- 5.1 The next programme of activity is laid out in paragraph 4.25.

6. Financial impact

- 6.1 Current resource implications for the programme resulting from Brexit and delays in the Climate KIC resourcing are addressed in the report.
- 6.2 Financial implications for key activities within the short window improvement plan will be brought back to committee for consideration in June.

7. Stakeholder/Community Impact

- 7.1 Details of stakeholder and community engagement are detailed in the paper above.
- 7.2 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the proposals in this report will help improve social justice, economic wellbeing and environmental good stewardship.

8. Background reading/external references

[Achieving Net Zero - Policy and Sustainability Committee 25 October 2019](#)

[Climate Commission - Policy and Sustainability Committee 25 October 2019](#)

[Update Short Window Improvement Plan - Policy and Sustainability Committee 25 October 2019](#)

9. Appendices

Appendix 1 - Edinburgh Talk Climate engagement

Appendix 2 - SEAP log

Appendix 1

Edinburgh Talks Climate – Briefing on citizen engagement activity and outputs

1. Background

- 1.1 Engagement with citizens on the climate crisis has two main purposes for the City of Edinburgh Council. These are:
 - Ensuring that citizens are aware, informed and, to a reasonable extent, are involved in designing and consent to changes in the planning and delivery of local government services, which the Council provides or commissions; and
 - Ensuring citizens have appropriate, actionable information which both allows them to make more sustainable choices and encourages them to do so.
- 1.2 Engagement in these ways will, necessarily, continue throughout the lifetime of any sustainability programme. However, initial engagement activity to begin to deliver on these is being performed in two phases.
 - Phase one engagement takes the form of initial research to help the Council better understand citizens views;
 - Phase two engagement seeks to build an active and informed community which will drive change independently of the Council, and will be more informed, supportive and able to usefully contribute to service change across the public sector and elsewhere.
- 1.3 This briefing note covers some outputs of engagement activity to date, but is not complete or comprehensive since most of these activities are ongoing at the time of writing.

2. Main report

Phase One Engagement

- 2.1 Phase one of citizen engagement began in November with a survey of citizens views and attitudes to climate action. This survey was based on the approach taken by Leeds to monitor the attitudes of its citizens towards climate action and was developed with input from the team at Leeds University, which is supporting that city's climate research and action.

2.2 The Edinburgh Talks Climate Survey is still open and to date around 1,650 citizens have responded. This interest was generated through network communications and social media advertising. Advertising was designed to appeal to a broad set of attitudes, to enable the Council to understand the breadth of Edinburgh resident views, and more effectively design and target future communications. The Council expects to drive more, and more diverse, participants to the survey as phase two engagement is launched.

Survey Responses

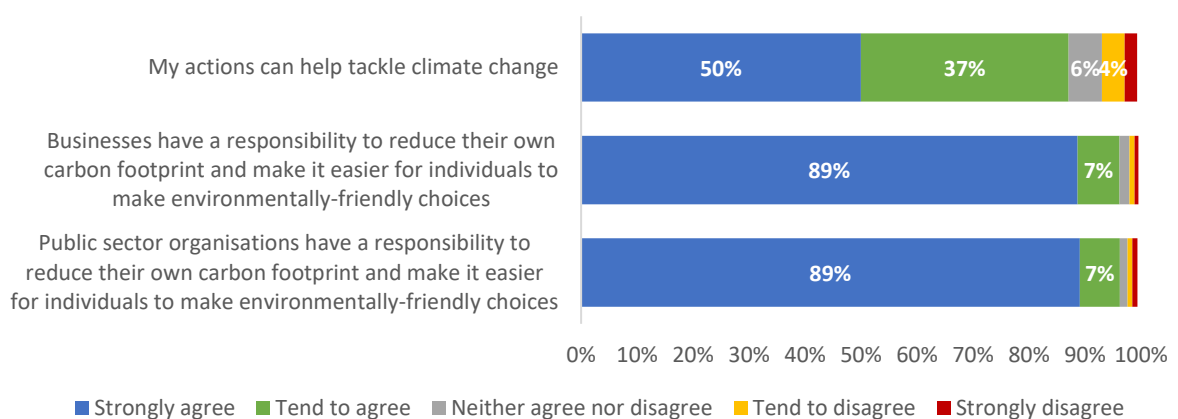
2.3 Final reported results of the survey will be weighted to better match the demographics of the City of Edinburgh as a whole. Results shown below are for all participants to date and are unweighted. This is important to note because participants to date are unrepresentative of the city – 76% are home owners, too few respondents are under 24 or over 55, and more women have responded than men.

2.4 Analysis of citizen attitudes suggests that those responding to the survey have a high awareness of climate issues, believe local action is a priority, and that people are or will act to address the climate change challenge.

- 80% were concerned about the effects of climate change on them personally
- 95% were concerned about the effects of climate change on future generations

2.5 There was strong consensus that the private sector and the public sector have responsibility for reducing their own carbon footprint as well as helping citizens make more sustainable choices. Encouragingly, 87% of participants agreed that actions by individuals could help tackle climate change.

Figure 1 – Responsibility for tackling climate change (base 1,648)



2.6 Participants generally felt that they were currently displaying sustainable behaviours and were often willing to undertake further activity.

- 2.7 Behaviours individuals felt they were already doing included:
- 94% recycle their rubbish
 - 91% turn off lights and appliances when not in use
 - 90% use re-useable bags, cups and water bottles instead of disposable versions
 - 88% eat leftover food instead of throwing it away
 - 83% walk or cycle journeys less than a mile
 - 77% avoid using pesticides and herbicides in the garden
 - 74% have reduce their consumption of red meat
- 2.8 Participants generally felt that they were currently displaying sustainable behaviours and were often willing to undertake further activity.
- 2.9 Behaviours individuals felt they would undertake included:
- 31% would collect deliveries from local collection points instead of receiving home delivery
 - 27% would consider adding insect, bird or animal habitats to their garden
 - 24% would buy the most energy-efficient models when replacing appliances
 - 23% would switch to an electric or hybrid car in the next five years
 - 19% would turn down their central heating to 18 degrees
- 2.10 One of the most important aspects of the survey was beginning to understand what barriers may exist that prevent citizens from taking immediate action to address climate change. Results from the survey highlight the main barriers as:
- 2.11 **Current circumstances around housing or employment status.** Where an individual lives and where (and if) an individual works can provide structural barriers to change, and these also reinforce psychological barriers to change. For example, an employer who does not promote working from home likely has fewer staff who work from home. 26% of participants felt that barriers would prevent them from working from home.
- 2.12 **Costs of making change.** While many changes to more sustainable lifestyles are actually more affordable, there are concerns about the affordability of both large one-off decisions (e.g. swapping to an electric vehicle from diesel or petrol) and everyday choices. While substituting meat in a diet for non-meat protein can be affordable, direct substitutes which imitate the look and taste of meat (e.g. textured soy) are usually more expensive than pre-packed supermarket meat and are less widely available. 46% of participants who identified barriers to change said that the cost of making a change would prevent them from changing their behaviour.
- 2.13 **Time involved in making change.** These concerns included an investment in a routine which was perceived as being efficient or otherwise beneficial, as well as the belief that some changes were fundamentally less efficient for little or no personal benefit. Travel choices often fell into this latter category – for example: train travel is perceived as less time efficient than flying; bus travel takes longer than car travel; and residents felt there weren't direct cycle routes from point-to-point unlike ordinary roads.

- 2.14 **Persuading others.** Individuals were conscious that many choices they might want to make had implications for others in their household, family, friend group or workplace, and that they were not completely free to make these choices for financial or social reasons and the direct impact of these choices on others. This has significant implications for behaviour change, since most of the individual behaviours which will reduce carbon emissions are decisions which affect entire households and not just individuals. Behaviour change approaches which target (or enable) only individuals are likely to be less effective than approaches that target whole households.
- 2.15 A relatively small number of participants identified health or disability (13%) as the reason why changes would be impossible, while 10% felt that their preferences or habits were too strongly embedded to allow them to change.

Focus group feedback

- 2.16 The results of the survey are not intended to provide any kind of “whole city” or representative view of citizen opinion, but instead to function as a baseline from which to allow better targeting of communications and behaviour change amongst different segments of society.
- 2.17 To attempt to provide a more complete and representative assessment of attitudes to sustainability, the Council undertook a qualitative research approach. In December, the Council ran the first four focus groups with a sample who were proportionately similar to Edinburgh residents in terms of age, sex and income and were from a range of ethnic and national backgrounds and drawn from across the city. The focus groups revealed:
- 2.18 **Awareness of common terms was high** – for example climate change and carbon footprint. However deeper discussions identified that participants had no awareness of what their own carbon footprint was, or how national footprints compared, did not know what a “good” or “bad” carbon footprint was, and did not know whether their behaviours were relatively better or worse in terms of carbon emissions. The unit of measurement “a tonne of carbon dioxide” was particularly unhelpful for understanding impacts, since carbon dioxide is a gas which participants do not experience having weight, and a tonne is not a weight most people deal with often. This has significant implications for persuading people to change their behaviour or convincing citizens that structural changes to the city or the economy are worthwhile.
- 2.19 **Participants felt climate change was a serious issue.** Relative to other issues of significance it was around as important for Edinburgh to address climate change as to address homelessness, which was considered a more important issue than the quality of education.
- 2.20 However, **participants also articulated a universal enjoyment of holidays abroad** with all attendees having flown in the last year. Most participants had not considered any alternative to flying, and of those who had most found it took too long or was too expensive. Only one participant reported having travelled internationally by train for work.

- 2.21 **Meat consumption was not high** amongst participants – most felt that they were eating meat at or around twice a week. They were sceptical of the benefits of any further reductions, but not opposed to making further reductions.
- 2.22 By contrast to meat consumption, **there was considerably less willingness to consider a reduction in dairy consumption** (including eggs). Participants were unconvinced of the relative benefits of non-dairy substitutes, generally enjoyed milk and cheese, and for some eggs were an essential dietary component because of intolerance to a range of other staples. Dairy is, perhaps literally but at least psychologically, a much larger component of the average person’s diet than meat.
- 2.23 **Reducing energy consumption was seen as a universal good.** Electricity and heat are services people readily identify the costs of, and can easily discuss the real impacts on them of varying consumption and supplier. Unlike the carbon footprint of a banana, some participants know the cost of heating their home for a day, and how much difference a degree on their thermostat means in cash terms. The sense that suppliers are powerful relative to individuals creates a motivation to seek the best deals regardless of income levels.
- 2.24 **Attitudes to water conservation in Edinburgh are markedly different to attitudes to energy consumption.** Participants felt that there was an abundance of water, usage had no real costs for them and the introduction of devices to save water (e.g. low-flow shower heads or taps) was felt to annoy users without providing them with any visible benefit. Participants generally did not have any information about how much a ten minute shower costs them relative to one half as long.
- 2.25 **Participants had an overall acceptance of shared responsibility for climate action** – “it’s everyone’s responsibility” was a commonly-used phrase. However, there was a clear desire for ‘government’ to act in two ways – to reduce the structural barriers to making sustainable shifts in behaviour; and to do more to compel positive behaviours. While social pressure appears to have been generally effective in persuading people to recycle, there is significant bad feeling around the neighbours who refuse to recycle, and low-level concerns that Councils do very little to ‘make’ people recycle.
- 2.26 **Low-impact, high-awareness actions may have an important role to play in shifting behaviours.** It was suggested that the Council could change Festival fireworks for light shows, though participants had no idea how much carbon would be saved through this, they believed the symbol of making the change was powerful. However, the risk of “greenwashing” was high, and participants felt it was essential that any symbolic action would have to accompany significant and substantial / meaningful change elsewhere.
- 2.27 Further research to identify next steps in community and citizen engagement will be developed once the ClimateKIC European monies are in place.

3. Next Steps

- 3.1 The Edinburgh Talks Climate Survey will run until at least the end of March.

- 3.2 Future engagement options are being explored, including from the Democratic Society on more deliberative approaches to citizen engagement. These will be reported to Corporate Policy and Sustainability in June.

APPENDIX 2

SEAP Log – January 2020

Lead	Project	Comment	Status as at May '18	Status as at Nov '18	Status Jan 2020
SEAP Programme 1: Energy Efficiency					
CE Sustainable Development (SD)/Property	RE:FIT Project	Energy retrofit programme for the largest energy consuming properties in the Council. Eight properties now completed with measures installed in seven schools: St Thomas HS, Sciennes Primary, Leith and Trinity Academies, Balerno and Currie HS and Wester Hailes Education Centre and the City Chambers. Four CHP units have been installed in Leith, Balerno, Currie and Wester Hailes. The last building for works is the Usher Hall. WORKS NOW COMPLETE	Completes in July 2018	PROJECT COMPLETED	n/a
CEC Property/SD	RE:FIT Phase 2	Progressing of a second phase of the energy retrofit programme for non- domestic buildings has been placed on hold given the expansion of investment in the non-domestic estate under Asset Management works.	Need review of Phase 1 before Phase 2 begins.	Reviewing outcomes of Phase 1	Ongoing, linked to Sustainability Short Window Improvement Plan
CEC Roads Services	Street Lighting Retrofit	In January 2018, a three-year contract was awarded to Amey for the replacement of approximately 54,000 street lights across the city with Low Emissions Diodes (LED) making the whole estate more energy efficient.	Due for completion in 2020	Status unchanged	Some delays but ongoing
Edinburgh Leisure	Carbon Management Programme	Ongoing programme from Edinburgh Leisure for energy efficiency across its estate including the installation of pumps, upgrading of handling units and LEDs and working with the Edinburgh Solar Co-operative. Edinburgh Leisure were finalists in the 2019 VIBES Scottish Environment Business Awards.	Ongoing Programme	Status Unchanged	Ongoing, linked to Sustainability Short Window Improvement Plan
CEC - Property	CEC – Properties Energy Efficiency Upgrades	Large scale BMS upgrades with BEMS in over 100 operational properties now upgraded in line with the Council's BEMS Specification.	Ongoing Programme	Ongoing	Ongoing

CEC - Property	CEC – Properties Energy Efficiency Upgrades	Oil to gas boiler conversion. Fox Covert Primary School and Sciennes Primary School have converted from oil to gas heating. A couple of smaller properties that are fuelled from oil remain but these will be phased as part of asset management.	Completed	PROJECT COMPLETED	n/a
CEC - Property	CEC – Properties Energy Efficiency Upgrades	Heating conversion electric to ASHP. Nether Currie Primary School has now been converted from all electric heating to air source heat pumps.	Completed	PROJECT COMPLETED	n/a
CEC - Property	CEC – Properties Energy Efficiency Upgrades	Lighting conversions. The advantages in LEDs, both in terms of energy and maintenance, have resulted in them being the fitting of choice for lighting refit. A number of large scale LED projects have been completed under both RE:FIT and SEEP, as well as independently through both SALIX, Capital and maintenance programmes.	Ongoing programme	Status unchanged	Ongoing
CEC - Property	Knowledge Transfer Partnership	The three year Knowledge Transfer Partnership project with Napier University is due to finish in summer 2018. Work is currently underway to finalise outputs that will inform future energy strategy.	Due to complete in summer 2018	COMPLETED. Findings being assessed.	COMPLETE
CEC/University of Edinburgh	ENHANCE project	The Council has been involved in a research project with the University of Edinburgh to help analyse and better understand its energy use. The project has been running since 2016 in the Assembly Rooms on George Street. Funded by Engineering and Physical Sciences Research Council (EPSRC), the project used a 'living lab' approach and modern data collection and visualisation techniques to engage with staff on site.	Ongoing due to complete in 2019.	Status Unchanged.	COMPLETE
Heriot Watt University	LED street lighting	Programme to replace the street lighting across the University's campus estate at Riccarton.	Ongoing		Ongoing and included in wider city strategy
CEC – Property/SD	SEEP Phase 2 - Duncan Place Retrofit	SEEP Phase 2 funding secured for energy efficiency upgrades to Duncan Place Resource Centre. This will include an air source heat pump system, LED lighting and an advanced building energy management system	NEW project – completes in March 2019	Project well underway.	COMPLETE and awaiting community asset transfer.

CEC – Property/SD	SEEP Phase 2 – CEC non-domestic programme	SEEP Phase 2 funding secured for energy efficiency upgrades to museums on the Royal Mile, the Assembly Rooms, Royal Mile Primary School and Edinburgh Bus Station. The upgrade measures will include a mixture of advanced building energy management system upgrades and LED lighting replacement.	NEW. Completes in March 2019	Project well underway.	COMPLETE
CEC Property/SD	SEEP Phase 1 – CEC non-domestic programme	A combination of advanced building energy management systems and LED lighting upgrades were installed across 8 Primary Schools, 1 Community Centre, 1 neighbourhood Office, and 1 equipment store as part of the SEEP Phase 1 non-domestic programme.	Completed	PROJECT COMPLETED	COMPLETE
CEC – Housing	Stair lighting	Programme to replace all Council communal stair lighting areas with LEDs.	Completed	COMPLETED.	COMPLETE
CEC - Housing	Capital Investment Programme - Council homes	Improve Council homes through the HRA Capital Investment Programme. Over 10,000 energy related measures have been installed in Council homes over the last 5 years to ensure they are easier and cheaper to heat. Measures include new energy efficient heating systems, boilers, windows and insulation. Over 70% of homes already meet EESSH, progress is reported annually to HH&FW cttee as part of the budget setting process.	Ongoing programme to 2020	Status unchanged.	ONGOING
CEC - Housing	Future investment in Council homes	Future investment in Council homes to meet the Energy Efficiency Standard for Social Housing by 2020 and EESSH2 by 2030, in line with the Councils net zero carbon target, have been factored into the 30-year HRA Business Plan. Progress towards these targets will be reported to HH&FW cttee as part of the annual budget process.	Ongoing programme to 2020	Status Unchanged.	ONGOING
CEC - Housing	CEC HEEPS: ABS programmes 2014/15, 2015/16 and 2016/17	The Home Energy Efficiency Programme for Scotland, Area Based Scheme (HEEPS:ABS) funds local authorities to develop and deliver energy efficiency programmes (insulation measures) in areas with high levels of fuel poverty. This funding is blended with Energy Company Obligation funding, owners contributions and funding from registered social landlords. (approx 6000 homes received measures)	Completed	PROJECT COMPLETED	N/A
CEC - Housing	HEEPS: ABS for private owners (2017 – 2020)	The HEEPS:ABS programme for 2019-20 is currently underway and will target approximately 1210 homes for external, internal and cavity wall insulation across 9 project areas in Edinburgh.	Ongoing programme through to 2020	Status unchanged.	COMPLETE

CEC – Sustainable Development / Housing / Changeworks	SEEP Phase 1 – Domestic programme	Funding was secured through phase 1 of SEEP for domestic energy efficiency upgrades across a number of hard to treat cavity properties in the Leith area. In total 241 domestic properties received upgrades and 9 additional properties had internal wall insulation works carried out.	Completed	PROJECT COMPLETED	COMPLETE
EWHT/Sustainable Development (CEC)	SEEP Phase 2 - Basil Spence Building (Canongate)	Funding was secured through phase 2 of SEEP for energy efficiency upgrades to domestic and non-domestic properties at the Basil Spence Building in Canongate. The lead partner on this project is the Edinburgh World Heritage Trust (EWHT).	NEW Ongoing programme to March 2019	Project underway. Extension to Dec 2019	Project underway extension to March 2020
CEC – Housing	Energy Advice Initiatives	The Council funds the Energy Advice Service which is delivered by Changeworks to empower and support Council tenants to reduce their heating and electricity costs and live in warmer, more comfortable homes. The service will support 2,100 tenants during the two-year contract. Through HEEPS:ABS and the Energy Advice Service the Council also promotes and raises awareness of Home Energy Scotland who can then make referrals to trusted schemes such as Warmer Homes Scotland.	Ongoing programme	Status unchanged.	Ongoing
SEAP Programme 2: District Heating					
CEC – number of service areas	India Quay District Heating Scheme	A Business Case has been developed for a district heat network at India Quay for a gas CHP scheme. Work is ongoing to assess other alternative technologies such as heat from waste.	Still a commitment to take forward.	Work now progressing on the delivery options.	Ongoing. Recommended future reporting on district heating to go to Housing, Homelessness & Fair Work Committee
BioQuarter Partners	BioQuarter District Heating Scheme	Work progressed over the last year to identify the possible procurement route, resource and expertise needed to deliver the district heating network. Partners remain committed to taking the project further. Funding sources being evaluated.	Still a commitment to take forward.	Status unchanged	NEVER PROGRESSSED

SEAP Programme 3: Renewables					
Edinburgh Community Solar Co-op	Solar Energy from buildings	Project up and running. Solar PV installed across 24 buildings generating around 1.3MW of energy per annum. A community benefits scheme has also been created. Edinburgh Community Solar Co-operative are in the process of progressing a project to install more panels on up to 11 Council owned properties.	Completed	COMPLETED	COMPLETE
CEC – SD and Greenspace	Saughton Park Micro Hydro Scheme	Funding was secured in 2019 through the SPEN Green Economy Fund to build a micro-hydro scheme on the Water of Leith Saughton Weir to provide electricity to run the newly installed GSHP's and power the building and lights for Saughton Park. Construction has just completed and the system has been commission; it is due to become operational on 5 February and annual monitoring will be undertaken to determine carbon saved due to this newly installed micro-hydro technology. Interpretation is being prepared, and the data will feed through to the digital displays which are being installed as part of the GSHP project. A launch event is due to held in March.	New project from 2019	New project from 2019	COMPLETE
Harlaw Hydro	Micro Hydro Scheme	The Harlaw Hydro Scheme now generating electricity currently 61 KW enough for the average consumption of 127 homes.	Completed	PROJECT COMPLETED	COMPLETE
CEC – SD / Parks and Greenspace	SEEP Phase 2 - Saughton Park	Funding was secured in 2017 through phase 2 of SEEP for the installation of two separate Ground Source Heat Pump systems at Saughton Park as part of the restoration project. This project is now complete, with one vertical (64kW) GSHP providing heat to the Winter Garden and two horizontal 12.5kW GSHP systems providing heat to the new build developments and existing buildings at the site. The new build development has only recently been handed over by the construction contractors and a new café is due to open this Spring. At that point, we will commence annual monitoring of energy generation and use data to determine carbon saved due to the newly installed GHSP's. In addition interpretation is being developed including the installation of digital displays which will show the public what the GSHP's are generating.	Completed Pumps now installed	PROJECT COMPLETED	COMPLETE

CEC – Sustainable Development	Park and Ride - Solar Car Ports	An updated outline feasibility study exploring solar PV car port opportunities at Hermiston and Ingliston Park and Ride sites has been completed, which shows significant generation potential at both sites.	NEW	Atkins appointed. Business Case now being developed.	Initial study complete as part of 2030 Strategy and City Mobility Plan
SEAP Programme 4: Resource Efficiency					
CEC Procurement	WARP:IT reuse network	The WARP:IT scheme is set up for organisations and is an on line reuse network that allows staff to redistribute unwanted and underused items. The scheme also allows donations to charities. The Council is currently in “silver” place in the League with staff having donated £192,843 to charity. A total of 208 tonnes of carbon has been saved but these are indirect emissions (part of the supply chain) so not included in the total reductions. This is a part of core business and the greening of the Council estate.	Ongoing	Status unchanged.	
	Residual Waste Treatment Project.	Work was undertaken to assess the carbon savings from the new Residual Waste Treatment. This is part of the Council's ongoing consideration of the opportunity to utilise waste heat as part of the Sustainability Programme.	Operational in 2019	Work underway to assess potential waste heat opportunities.	COMPLETE
SEAP Programme 5: Sustainable Transport					
CEC	EV charging	The EV charging programme is ongoing. The Council is working with Scottish Power Energy Network to advise on the feasibility and cost of providing power at proposed sites. The Council currently has 45 chargers available to the public, within Council operated facilities, and it is about to install another 35 across the city which should be delivered by late spring 2020. The Council is also working with some pioneering research and development firms to introduce grid charging and wireless charging which will see an additional 22 chargers installed over the coming year which will free up publicly accessible charge points further.	To be reviewed once EV Business Case completed	Business Case approved. Project moving to implementation	ONGOING
CEC – Registration Services	ECOSTARS fleet	The Council joined the ECO stars programme in August 2011, which is a voluntary, free to join fleet recognition scheme providing guidance on environmental best practice to operators of goods vehicles, buses	Ongoing	Status unchanged.	Ongoing

	recognition scheme	and coaches operating in Edinburgh. In 2012 there were 14 operators in the scheme and a total 1,684 vehicles by 2017 this had increased to 154 operators in the scheme and a total of 7,061 vehicles.			
CEC	Delivery of the Local Transport Strategy	The Local Transport Strategy 2014-19 is now under review.	Ongoing	New City Mobility Plan in development	Ongoing
CEC - Fleet	CEC Fleet upgrades	The Council is about to invest in a fleet renewal programme which by the end of 2020 will have at least 90% of the fleet at EURO 6 or better.	Ongoing	Status Unchanged	Ongoing - New commentary added as such large changes made to fleet
CEC - Fleet	CEC Fleet diesel to electric upgrades	The Council continues to increase the number of electric vehicles within its fleet. 2020 will see all diesel cars replaced with electric cars (just over 100). Electric vans continue to grow with 35 in fleet and an ambition to at least double this in the near future. We are also in discussions for match funding in regards to electric welfare buses and have purchased (with match funding) the first electric sweeper.	Ongoing	Recent funding application to procure a further 16 electric vans.	Ongoing - New commentary added as such large changes made to fleet
CEC – Sustainable Development / Fleet	Switched on Fleets Funding	The Council has received considerable support from Switched on Fleet Funding, and we foresee this as an ongoing partnership until funds dry up	Completed	Ongoing Programme	Ongoing
SEAP Other Projects					
	Carbon Sequestration	Edinburgh's Tree Cover project in an ongoing programme for tree planting. Trees can absorb carbon dioxide emission thus contributing to climate change mitigation.	Ongoing	Status unchanged.	Ongoing and monitored in future as part of offsetting opportunities to reach carbon neutral by 2030
Policy Measures					

	CRC	The Council is working with Edinburgh and Leeds Universities to provide data and feedback in support of their P-CAN research project examining Edinburgh's potential for reducing carbon emissions. The research focuses on the city as a whole and determines the emissions pathways and decarbonisation interventions that the city could institute at a high level, under various intervention scenarios. Future city emissions monitoring will be conducted as part of the Sustainability Programme.	
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Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Draft Edinburgh Food Growing Strategy for Consultation

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 The Committee is asked to approve the draft Edinburgh Food Growing Strategy in Appendix I for consultation.

Andrew Kerr

Chief Executive

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Edinburgh Draft Food Growing Strategy for Consultation

2. Executive Summary

- 2.1 Growing Locally is Edinburgh's first Food Growing Strategy. A public consultation on the draft strategy will run for a six week period in March and early April on the Council's consultation hub.
- 2.2 Changes made following feedback from the consultation will be delegated to officers in consultation with the Convener, Vice Convener and the Council's Sustainability champion. The final Strategy will also be published in June's committee business bulletin.
- 2.3 The consultation draft has been prepared following a number of engagement activities delivered in partnership with Edible Edinburgh and informed by Edinburgh's Sustainable Food Cities programme.
- 2.4 Implementation of the Food Growing Strategy will support and strengthen the work being done in Edinburgh on moving from Sustainable Food Cities Bronze to Silver award accreditation.

3. Background

- 3.1 Section 9 of the Community Empowerment (Scotland) Act 2015 places an obligation on local authorities to prepare a food growing strategy for its area.
- 3.2 The Act requires that the Food Growing Strategy:
 - 3.2.1 Maps the provision of food growing opportunities in the city. This includes identifying land that the local authority uses as allotment sites and areas of land that could be used by a community for the cultivation of vegetables, fruit, herbs or flowers;
 - 3.2.2 Develops and broadens the range of food growing opportunities and land available;
 - 3.2.3 Makes reasonable steps to increase allotments and food growing sites for communities which experience socio-economic disadvantage.
 - 3.2.4 Is published electronically.

- 3.2.5 Under section 120 of the Act, the food growing strategy must be reviewed every five years.
- 3.3 In meeting these duties, the Council will support local communities to grow more within their own neighbourhoods and to encourage growing in all its forms and varieties.
- 3.4 In addition, the development of Edinburgh's Food Growing Strategy will support broader ambitions to support the development of Edinburgh as a Sustainable Food City, including moving from Bronze to Silver award accreditation.
- 3.5 The strategy will also contribute to national activity which encourages local food production and distribution and the environmental, social and economic benefits this will bring and is being driven through the Scottish Government's 'Good Food Nation' work and forthcoming legislation.

4. Main report

- 4.1 Growing Locally is Edinburgh's first food growing strategy. It is part of the Council's broader approach to sustainability and our ambitious target of Edinburgh becoming carbon neutral by 2030. Our ambition is for Edinburgh to be a city with a vibrant, thriving and sustainable local food economy, supporting business and residents to respond to the climate emergency, as well as living healthier lives and supporting local businesses to thrive.
- 4.2 The strategy aims to increase local food growing activity and the supply of locally produced food. It will raise public awareness and engagement about the importance of sustainable food to our environment, economy and communities. The Council will work in partnership with Edible Edinburgh, the city's sustainable food partnership, other relevant stakeholders and our citizens to do this.
- 4.3 Edinburgh was one of the founding members of the Sustainable Food Network, which now has over 57 network members across the UK. We achieved SFC Bronze accreditation in June 2019. The development of the Food Growing Strategy will help the city achieve Sustainable Food Cities (SFC) Silver accreditation by raising public awareness about sustainable food, promoting active food citizenship and a good food movement, helping to build a more vibrant and diverse food economy and in line with our objectives, help to tackle the climate and nature emergency.
- 4.4 Growing Locally has been developed to focus on the following five strategic outcomes:
- 4.4.1 Reducing carbon emissions through the production and supply of local, sustainable food;
 - 4.4.2 Supporting local food growing businesses to grow and thrive;
 - 4.4.3 Increasing land availability in the city for food growing;

- 4.4.4 Reducing spatial inequalities through increasing the availability and opportunities for food growing for communities in the city which experience socio-economic disadvantage;
- 4.4.5 Increasing resident's awareness and choice around healthy and sustainable food.
- 4.5 It includes a ten-point action plan which sets out high-level strategic actions designed to support the strategy's three core aims of ensuring citizens, communities and businesses can: grow more locally; consume more locally; and, increase awareness and engagement.
- 4.6 The Food Growing Strategy will be supported by an implementation plan which will respond to feedback gathered through consultation on the strategy in spring. The implementation plan will be developed in collaboration with the Edible Edinburgh Partnership and will set out in more detail the actions the Council and Edible Edinburgh partners will take in pursuit of the strategy's aims and to support delivery of the strategy's ten-point plan. Specific actions will necessarily reflect available budget and the Council will continue to work with Edible Edinburgh and other partners to maximise leverage of external funding where this is possible.
- 4.7 Partnership action in this area can also deliver the wider benefits associated with food growing including improving health and wellbeing, reducing social exclusion, enhancing biodiversity, reducing food waste, improving training, skills and education around food.

5. Next Steps

- 5.1 A citywide public consultation on the draft Food Growing Strategy will be launched, to run for a six-week period, from the beginning of March.
- 5.2 A finalised Food Growing Strategy will be published by the end of April 2020. Changes made following consultation feedback will be made by officers in consultation with the Convener, Vice Convener and Council Sustainability Champion. The Strategy will also be published in June's committee business bulletin.
- 5.3 We will also begin work with our neighbouring local authorities and the Regional Business Council to explore what a regional strategy could look like and consider what priorities it should have.

6. Financial impact

- 6.1 Implementation of the strategy will be taken forward as part of the Council's overall work on sustainability.
- 6.2 The reach and extent of implementation activities will dependent upon available resource.

7. Stakeholder/Community Impact

- 7.1 In 2019 a number of engagement exercises were held to gather people's views on the purpose, objectives and content of this food growing strategy. Events included a Food Summit held in the summer, a number of workshops organised by Edible Edinburgh and community organisations, and various meetings with relevant stakeholders.
- 7.2 Edible Edinburgh held its first Business Breakfast in the Edinburgh International Conference Centre (EICC) in November 2019. The event, which was opened by the Lord Provost, focused on how food and related businesses can contribute to making Edinburgh a sustainable food city, including through local food production and distribution. The event was well-received with around 55 local and national businesses attending, leading to a further event being planned for 3 March at the EICC.
- 7.3 An integrated impact assessment will be carried out on the strategy in parallel with the public consultation.
- 7.4 This report has been assessed in respect of the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties. In summary, the proposals in this report will help improve social justice, economic wellbeing and environmental good stewardship.

8. Background reading/external references

- 8.1 [Cultivating Communities – A Growing Success. The 3rd Allotment Strategy for the City of Edinburgh 2017-2027](#)

9. Appendices

Appendix 1 – Growing Locally, Edinburgh's draft Food Growing Strategy

Growing locally

Edinburgh's food growing strategy

February 2020



Growing Locally – Edinburgh’s 10-point Food Strategy 2020-2025

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1. Foreword
2. Introduction & Executive summary
3. Policy Context
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5. Objectives and outcomes
 - a. Grow more locally
 - b. Consume more locally by residents and businesses.
 - c. Increase awareness of and engagement with residents.
6. Phase 2: The move to a regional strategy
7. Monitoring and Implementation

Annexes

Annex A – 10 point action plan

1. Foreword

Growing Locally – Edinburgh’s Food Growing Strategy

The overarching ambition of the Council is to ensure everyone benefits from Edinburgh’s success. As a council, on behalf of the city we have also formally declared a climate emergency and committed to becoming carbon neutral by 2030. The council has already made significant steps to ensure we are making the changes required to transition to a carbon neutral economy and to do so in a way that is fair to all including those in this city who experience poverty.

This year you have seen the publication of our 10-year mobility strategy, our City Plan 2030, the Council sustainability improvement plan and most recently the establishment of the Edinburgh Climate Commission. These strategies will have a profound impact on the way that we all get around the city and respond to the need for more affordable and sustainable housing. What is also clear is that, at the same time as looking at our buildings and cars we as a city need to eat more healthily, and we need to think more about where our food comes from both in terms of carbon and the sustainability of our natural environment.

Growing Locally, Edinburgh’s food growing strategy represents a major development for the city, bringing together for the first time our proposed approach to encouraging more local production, more sustainable management of food growing and perhaps most importantly of all, an ongoing discussion as a city about what a diverse and vibrant food economy looks like.

Within this context, our strategic aims are to:

- 1. Grow more locally**
- 2. Consume more locally by residents and businesses.**
- 3. Increase awareness of and engagement with residents.**

This strategy is about choice. It’s about giving families greater information about healthy and sustainable food, it’s about supporting local businesses to continue to flourish and it’s about how the City of Edinburgh Council can help create the right conditions for these activities to thrive.

This will not be achieved by the City of Edinburgh Council alone but by us working together through strong existing partnerships and with the residents of Scotland’s capital.

Councillor George Gordon

City of Edinburgh Council Sustainability Champion

Edible Edinburgh Chair



2. Executive Summary

'*Growing Locally*' is Edinburgh's first food growing strategy and will be a key plank of the Council's broader approach to sustainability to ensure Edinburgh is carbon neutral 2030. The strategy aims to support business and residents to play a part responding to the climate emergency through their involvement in local food growing as well as by living healthier lives and supporting local businesses to thrive.

Growing Locally is a city-wide strategy developed in collaboration by the Edible Edinburgh partnership, Transition Edinburgh and Nourish Scotland. Through this document and the resulting work of the Council and partners our aim is to:

- 1. Grow more locally**
- 2. Consume more locally by residents and businesses.**
- 3. Increase awareness of and engagement with residents.**

In delivering these three strategic objectives we believe we can build on progress already made in this city, to harness the growth in public opinion on the relative importance of a sustainable, locally source food. A key part of this strategy is improving our evidence base in this area and establishing a baseline going forward. Working from that baseline we aim to achieve 5 strategic outcomes which we will use to monitor our progress. These are:

- 1. Reduce our carbon emissions as a city**
- 2. Support local food growing businesses to grow and thrive**
- 3. Increase land availability for food growing**
- 4. Reduce spatial inequalities across the city**
- 5. Increase resident's awareness and choice around healthy and sustainable food**

The strategy describes where we are now, where we would like to be and the ways in which we could get there. It has been written with input from key stakeholders and informed by work already done, past and current engagement activities, lessons learned and best practice examples from other cities as well as our own examples of good practice and innovation.

This strategy will form part of a wider approach to delivering a carbon neutral city by 2030.

3. The Policy Context

There is increasing consensus that an urgent global response is required in order to respond to the climate crisis facing the planet. Rising to this challenge will require wide reaching action to change our economy from one based on fossil fuels to a genuinely sustainable economy. This overarching challenge is augmented by the need to ensure Edinburgh and the rest of the UK's economy continues to grow and that we continue to tackle issues of inequality and poverty. These big policy issues are also within the context of the UK having recently left the European Union. These challenges create an urgent need to think about how we consume more sustainable food and by doing so, reduce our carbon footprint and have more sustainable approaches to managing the planet's resources as a whole.

The UK left the European Union on the 31st January. Formal negotiations are now underway with the European Union about agreeing a future trading relationship. These negotiations have significant bearing on business involved in food production, presenting both risks and opportunities.

Levels of awareness regarding what we eat and where our food comes from continues to increase. There is a greater awareness around food miles, the relative carbon emissions of growing different kinds of food and the wider non-carbon benefits of growing your own food. The Council has put wellbeing at the heart of its change strategy and encouraging local food production not only has the benefits of eating healthier more sustainable food but is also important in terms of people's overall wellbeing.

Edinburgh 2030 Carbon Neutral

In 2019 the City of Edinburgh Council declared a climate Emergency and agreed a target of becoming carbon neutral by 2030. To achieve that goal CEC recently agreed a short-term improvement plan, to work in partnership with the Edinburgh Centre for Carbon Innovation to establish a long-term Climate Commission on behalf of the city and to agree a new long-term strategy for becoming carbon neutral by 2030 which is due to be published at the end of 2030. Sustainable food will be an important element of this work as it progresses.

Change strategy/budget

The Council has published a proposed 3-year balanced budget and Change Strategy to ensure the Council can deliver its priorities in terms of addressing poverty, sustainability and improving the city's wellbeing. The Council is facing a challenging financial environment but by having a long term balanced budget puts us in the best possible position to deliver on our priorities. *To be updated before publication*

Mobility Strategy 2030

In January this year, CEC published its 2030 mobility strategy – a 10-year plan to deliver a more sustainable transport network – reducing emissions and making it easier to get around the city using public transport. We have one of the most congested cities in the UK and if we are to continue make Edinburgh a great place to live and work then we need to continue to invest in our long-term transportation infrastructure.

City Plan 2030 and land development

The Consultation document for our City Plan 2030 was also published in January. Edinburgh has a rising population and significant demand for housing which is leading to major challenges in terms of supply and affordability. At the same time, we must ensure that as the city develops it does so sustainably – reducing carbon emissions from the building process and supporting sustainable public transport about the city. We want City Plan 2030 to identify specific sites for community gardens, new allotments and food growing, both as part of new development sites and within open space in the urban area. We must also ensure that the city's

spatial plan is clearly embedded in the principle of supporting communities to strengthen and develop. The consultation wants to hear from residents and it will be important to ensure that as the city develops there is space for agriculture and domestic food production.

Locality Outcome Improvement Plan

Achieving long term change in Scotland's capital will require partnership working. The Edinburgh's Community Planning Partnership brings together public bodies such as the Council, the NHS, Police Scotland and the Fire and Rescue Service with the third sector and other partners. It agreed its locality outcome improvement plan last year. The plan sought to put tackling poverty at the heart of its work. [drafting note additional text on 3 themes to go in]

Edible Edinburgh and Sustainable Food Cities

In 2014 the Council made a commitment to Edinburgh becoming a Sustainable Food City. 'Edible Edinburgh', our city-wide sustainable food partnership, is working to achieve this by improving the sustainability of our food systems and the health and well-being of our citizens and communities. Edible Edinburgh's vision is "that Edinburgh is a city where good food is available and accessible for all, making for healthy people, thriving communities and a sustainable environment." Edinburgh achieved Sustainable Food Cities Network bronze accreditation in June 2019 and we are proud to be working towards silver.

Thriving Green Spaces

Edinburgh is one of Europe's greenest cities with many award-winning parks that need to be nurtured and supported. With support from funding from the national lottery we are embarking on a conversation with the city about how we protect, evolve and make the most of this unique series of assets to deliver greater benefits for citizens.

Allotment Strategy

The Council approved its current allotment strategy in 2016 – building on a long track record of championing this key area of work. Through this strategy, we will continue to look to increase provision, reduce waiting times and make allotments as assessible as possible. The strategy has a ten-year lifespan and its implementation will be informed by the Council's food growing strategy and Thriving Green Spaces project.

Biodiversity Plan

Published in May 2019, the Edinburgh Biodiversity Action Plan 2019-2021 sets out a partnership approach to protecting and increasing biodiversity across the city. Through this plan, the Council will contribute to the management of Edinburgh's habitats and species, which in turn contributes to removing carbon from the atmosphere. The plan has a strong emphasis on the importance of private gardens, allotments and community growing areas as places for wildlife.

Eco Schools

Eco schools is a global programme based on the UN's sustainable development goals which aims to empower children to drive change and improve their environmental awareness through a seven-step framework in order to achieve the international Eco-schools Green Flag award.

Key Facts

There is no path to meeting the city's carbon neutral target that does not require action to change food consumption, production, transport, and waste practices in Edinburgh.

As with any food growing strategy, allotments play an important role in this city but Edinburgh is also home to an estimated 45 community growing projects. Such projects are often involved in much more than just growing food. Many of these projects work with their local communities to promote healthy eating, alleviate poverty and inequalities, improve community cohesion, reduce isolation and encourage nature and outdoor activities, and are often located in areas of deprivation in the city.

Overall, the food economy in Edinburgh accounts for almost 10% of all jobs in the city. Decisions, choices, and practices adopted by businesses in this sector – how they manufacture food, source food and ingredients, and how they manage transport and logistics for their products – will, over the next few years, have a significant impact on the city's ability to be a sustainable food economy.

The following evidence makes that clear and has informed the development of this strategy

Food related contributions to climate change

- An estimated 19% of all UK greenhouse gas emissions are driven by food production and consumption related activities
- Of these, agriculture accounts for the largest single contribution, but more than half of food related emissions are driven by non-agriculture related activities – consumption, manufacturing, and transport.
- As such, even as an urban centre with little agriculture, marine, or aquaculture activity, food systems in Edinburgh are still likely to make a significant contribution to the city's Co2 emissions.

Food economy in Edinburgh

- Only around 200 people in Edinburgh were employed in activities related to agriculture, fishing or aquaculture in 2018, less than 0.1% of total city employment
- Despite this the city is home to a large and vibrant food economy, with over 32,000 people employed across almost 200 city businesses.
- Food manufacturing accounts for more than 2,000 of these jobs and is one of the city's few concentrations of manufacturing employment – with particular activity in manufacturing bakery products and beverages
- Over 29,000 people are employed in food retail and hospitality jobs

Food growing in Edinburgh

- Edinburgh has a vibrant local and community food growing culture. As of April 2019 there were 44 allotment sites in Edinburgh with 1,833 plots, of which 1,567 are managed by the City of Edinburgh Council.
- Over the last two years the number of plots has increased by 109 from 1,815 to 1,833.
- In April 2019 the waiting list for an allotment stood at 1,389. The waiting list has increased in 2020 following introduction of an online application process.
- 37 sites have been identified as having the potential to be developed as allotments and are currently being assessed to determine any development or title restrictions. Newcraighall and the Leith Links extension aim to be operational by 2020.

Food vulnerability

- An estimated 80,000 people in Edinburgh live in poverty, including almost 1 in 4 of all children in the city.
- Poverty affects people in all parts of the city and evidence shows a growing number of families struggling to get by and facing impossible choices as to how to feed their children.

- Recent analysis on food vulnerability estimates that an estimated 24,000 working age adults in Edinburgh worried that they would run out of food at times during 2018. Almost 10,000 said they had gone without food because of a lack of money.

Healthy and sustainable food choices

- 19% of men and 24% of women consumed the recommended amount of five or more portions per day in Scotland during 2018
- People living in the most deprived areas of Scotland are less likely to meet five-a-day recommendations for daily fruit and vegetable consumption compared with those in the least deprived areas.
- In 2017 and 2018, 15% of children aged 2-15 years met the recommended daily intake of five or more portions. (Scotland).

5. Objectives and outcomes

Our ambition is for Edinburgh to be a city with a vibrant, thriving and sustainable local food economy, where residents, community groups and local businesses are able to access healthy, sustainable food locally, and to grow more food across a diverse range of sites within the city. By working with city partners, including local businesses, public sector partners, community groups and individual citizens, we aim to:

- 1. Grow more locally**
- 2. Consume more locally by residents and businesses.**
- 3. Increase awareness of and engagement with residents.**

In delivering these three strategic objectives we believe we can build on progress made by partners to date, harness the innovation across the city and seize the moment that is seen as a shift in public opinion on the relative importance of sustainable, locally sourced food. A key part of this strategy is improving our evidence base in this area and establishing a baseline going forward. Working from that baseline we aim to achieve 5 strategic outcomes which we will monitor our progress against. . These are:

- 1. Reduce our carbon emissions as a city**
- 2. Support local food growing businesses to growth and thrive**
- 3. Increase land availability for food growing**
- 4. Reduce spatial inequalities across the city**
- 5. Increase resident's awareness and choice around healthy and sustainable food**

To achieve these outcomes, we will work with citizens, community groups and other partners to take forward a 10-point action plan over the next five years. How those 10 actions will support our three objectives of growing more locally, consuming more locally, and increasing awareness and engagement is set out in the strategy below.

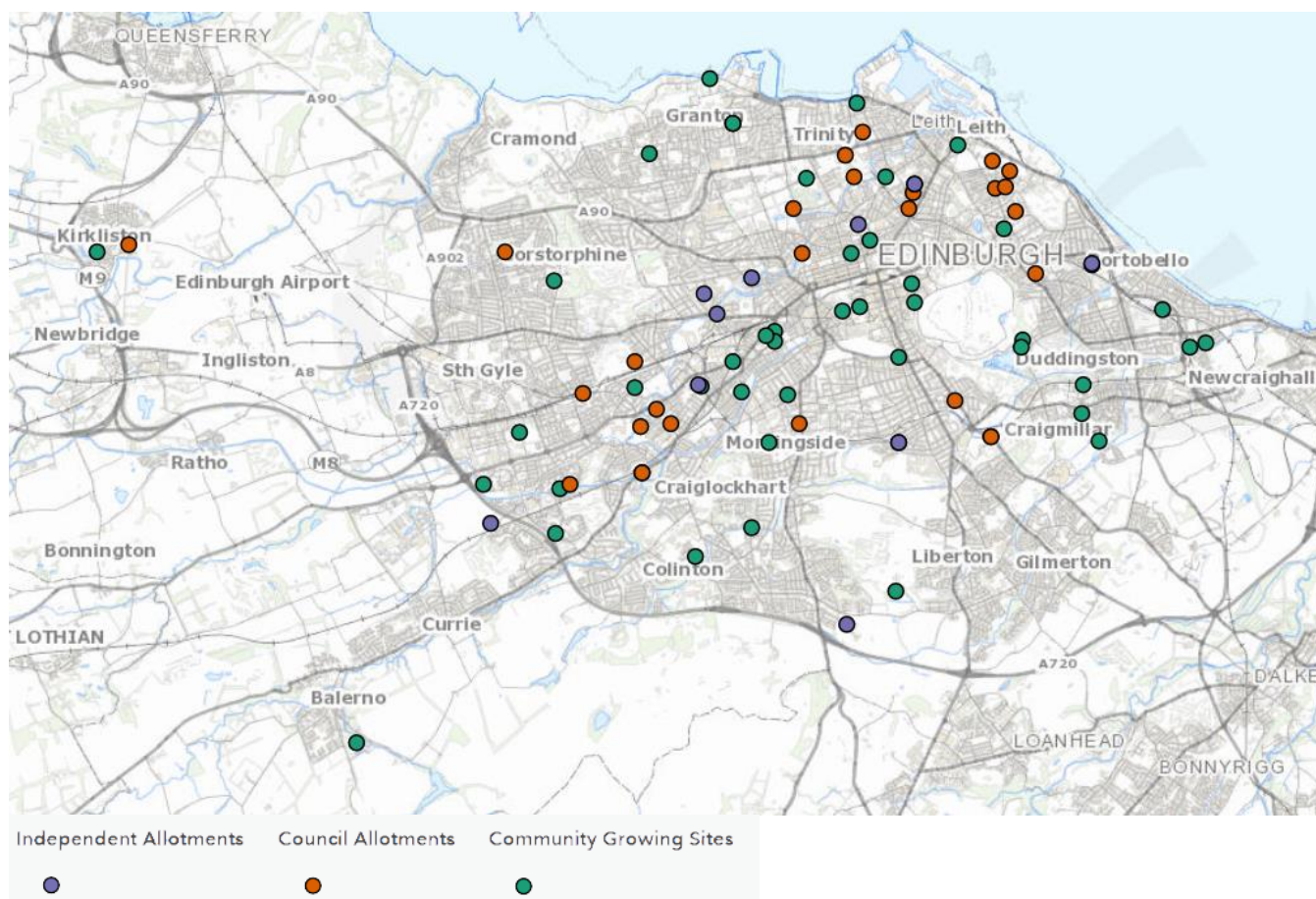
These strategic actions will be supported by an implementation plan setting out how current and future activities will be driven forward to make Edinburgh a city with a thriving local food system. This will ensure citizens, communities and local businesses can contribute to and benefit from local food growing in a way that delivers social, economic, health and environmental benefits, particularly for those communities facing the greatest disadvantage.

5 a) Strategic Objective 1 - Grow more locally

Edinburgh is one of the greenest cities in the UK, with citizens enjoying access to world-class parks and greenspaces. Many of these spaces are already used for growing food and the number of food-growing plots is increasing – rising by 109 over the last two years to 1,833, with a further 37 sites currently being assessed for potential use as additional food growing spaces.

Figure 1 below shows a sample of Edinburgh’s many food growing sites, from allotments to community food growing projects. Over the life of this strategy we will work to improve the information we have about local food growing and will use consultation on the draft food growing strategy to invite citizens to tell us about food growing projects not captured within our current data.

Figure 1 – City of Edinburgh allotment sites and community food growing projects



Demand for allotments continues to grow. While improvements to waiting list management have seen waiting lists fall in 2019, further system improvements, including a simplified application process and the facility to apply on-line, mean waiting lists are beginning to climb again in 2020. The Council works with partners to understand demand and improve quality through implementation of ‘*Cultivating Communities*’, Edinburgh’s allotment strategy. The strategy was developed in partnership with Edinburgh’s Allotment Strategy Steering Group, which includes representatives of the Federation of Edinburgh and District Allotments and Garden Associations (FEDAGA) and Scottish Allotments and Gardens Society (SAGS) and allotment holders. ‘*Cultivating Communities*’ sets out how we will improve citizen’s experience by ensuring allotments are well-managed, and how we will look to expand capacity by monitoring demand, identifying potential sites, and creating new allotments where possible.

In addition to expanding allotment provision, we need to identify other spaces which could provide opportunities for food growing, such as vacant land, school grounds, or greenspace within new developments. To do this, we need to work with communities to consider possibilities for land use across the city, including through our 'Choices for City Plan 2030' consultation which sets out options for how we could develop our city sustainably over the next ten years. Choices for City Plan 2030 highlights that the Council wants City Plan 2030 to identify specific sites for community gardens, new allotments and food growing, both as part of new development sites and within open space in the urban area. How we do this for the City Plan itself is the next step and will be taken forward following conclusion of the Choices 2030 consultation.

Action in this area will be complemented by our flagship 'Thriving Greenspaces 2050' project, which will set out how we will evolve the city's open and greenspaces to deliver greater benefits for citizens - including by supporting sustainable food and local good growing, sports and recreation, helping nature thrive and improving the city's resilience to the unavoidable impacts of climate change.

The Council's Eco-schools programme has the scope to extend the opportunities for food growing in school grounds and at home, depending on what the individual school Eco-Committee decides to prioritise as its priority topics under the Eco-School programme. Eco-schools can choose to focus on a number of different topics, linked to the UN sustainable development goals, with sustainable food being one of those areas. The Council is undertaking training with Edinburgh schools in the near future on developing their Eco-school topic areas. This will provide opportunities for schools to consider the potential for food growing in school grounds, learn from schools where food growing is already well-developed, and consider ways to involve parents and families in growing at home or in their local community.

Strategic Actions

1. We will deliver 'Cultivating Communities 2017-2027', our ambitious allotment strategy designed to improve the number and quality of food growing sites in Edinburgh.
2. We will improve the information available about food growing sites, setting out a new baseline which will help us to measure progress.
3. We will develop a new 30 year strategy 'Thriving Green Spaces 2050', which will create a new vision for the city setting out how our green spaces need to change to deliver greater benefits for citizens.
4. We will improve support to schools and local community food growing projects, and encourage more citizens to get involved in food growing.

Grow more locally

Case study – Edible Estates



Edible Estates provides a framework for the creation of community growing projects in Council estates. It is a collaborative project of several organisations who work with local areas partners and communities across the city. The aim is not only to support residents to grow fruit and vegetables but also to have a positive impact upon the communities in which they live, increasing environmental sustainability and supporting the development of local community resilience.

Neighbourhood gardens is the core idea of Edible Estates. They seek to establish a neighbourhood garden in every estate they work in. The role of these gardens is to be an asset for the local community, providing a 'place' and an activity to bring neighbours together and promote community cohesion and resilience. Once the group of growers are well established on the site they are supported to set up a Growers Association and then build their capacity to take on the management of their Garden for themselves. After two years the Growers Association should be independent of Edible Estates.

5b) Strategic Objective 2 – Consume more locally

Edinburgh has a strong tradition of local food production by both businesses and residents. We have over 1,800 allotment plots and around 200 businesses involved with food production. As we seek to build on this success and as we look to rise to the challenge of becoming carbon neutral by 2030, we need to increase local food production and consumption of locally-grown food yet further. There exists a range of support through the Council and partners across the city to help both businesses and residents to grow food and to encourage purchasing from local growers. Specifically, we need to ensure business support is targeted towards relevant businesses, that we work with them and key partnership bodies to explore how we can encourage residents and businesses to buy locally produced products. In doing this work we need to also better understand the barriers facing local growers.

Edinburgh already benefits from a thriving network of local food markets and there is scope to build on this foundation to improve opportunities for local food growers to sell produce, and for citizens and businesses to buy more locally-grown food. We will explore ways to strengthen the local activity already taking place, including by working with partners to explore the feasibility of establishing a local food hub for Edinburgh. This could function as an indoor market and/or distribution hub, to support farmers and other growers to sell their produce to local businesses and to improve opportunities for citizens to buy more locally-grown food.

Strategic Actions:

5. Work with the Chamber of Commerce, the Federation of Small businesses and others to explore how we can encourage residents and business to buy more local produce.
6. Work with Business Link and the wider industry to better understand barriers and challenges to business expansion, and explore how we can provide further support for local growers and producers
7. Work with partners and stakeholders to explore the feasibility of establishing an indoor market and local food distribution hub in Edinburgh.

Consume more locally

Case study – Inchview care home



Inch View Care Home opened in 2011 as a purpose-built care home specialising in looking after residents with dementia. Inch View became the first care home in Scotland to win the Soil Association's prestigious Silver Food for Life Served Here Catering Mark. The council-run home achieved the Silver Catering Mark through its commitment to sourcing most of its food locally and from organic suppliers.

The home is not only supporting local suppliers but is also growing its own food. It

has a wheelchair-accessible polytunnel, which was built in the grounds of the home by volunteers, local

pupils from Liberton High School, and Food for Life Scotland team members. The garden is looked after by a volunteer gardener and has helped improve the health and wellbeing of its residents, some of whom play an active part in the garden's development and care.

5c) Strategic Objective 3 - Increase awareness and engagement

The engagement, enthusiasm and activism of our citizens and communities in local food growing is the foundation of the successful food growing in Edinburgh. A key objective of this strategy is therefore to increase awareness and support, where necessary, for community groups to participate and benefit from local food growing opportunities. This includes the promotion of healthy eating, sustainable food production and local food growing. Engaging young people is key to ensuring our vibrant food growing community continues to thrive into the future. Several schools in the city are already involved in growing food in their grounds as part of the Council's outside education programme, and a key objective of our wider sustainability programme is to build on this and increase awareness and engagement of young people in schools settings and beyond.

In addition, as the city embarks on its wider Climate ambitions the Council will continue to discuss with all citizens and promote the benefits of a diverse and vibrant food economy. This engagement activity will continue to influence and inform Council activity but it will also inform the deliberations and work of the Edinburgh Climate Commission and the development of the 2030 Sustainable City Strategy which will be published in December 2020.

In the meantime, the Council will continue to build on Edinburgh's success as a Bronze award Sustainable Food City, and work towards Silver status. In doing this, we will work with Edible Edinburgh and other partners to take a joined up, holistic approach to food and deliver impact on tackling climate change, building public awareness and citizenship, and helping to foster the good food movement.

In raising awareness of the benefits of local food growing and the opportunities that exist to get involved, it will be important to celebrate successes, help connect local groups, and signpost to information, advice, toolkits and other resources. We will work with partners to better-coordinate social media and other communication, engagement and promotion activity to improve the accessibility of information on local growing. This includes information about opportunities for growing, advice on socially and environmentally responsible growing, promotion of volunteering opportunities, and information about food growing groups and organisations.

Strategic Actions:

8. Ensure food to become a key part of the city climate conversation and 2030 sustainability strategy, including by asking Edinburgh's Independent Climate Commission to take forward food as part of its 10-year
9. Work with Edible Edinburgh and other partners to ensure Edinburgh achieves the Sustainable Food Cities Silver Award
10. Work with partners to develop a joint approach to communications to improve the information and advice available to citizens, community growers and businesses about how to get involved in local food growing and what support is available locally

Increase awareness and engagement - Case study – Leith Community Croft



Leith Community Crops in Pots began life in a barren concrete yard in Leith, in an underused and unloved spot. Evie Murray, the founder, wanted to give her children a healthy outdoor experience so starting in her backyard, they began to grow their own fruit, vegetables and herbs. Evie shared more about the many environmental, social and educational benefits of growing food in urban areas, inspiring other mothers to join in. She recruited a board and rolled out her work across Leith.

From this start, the project has grown and grown. Edible Schoolyards were created around Leith, and the City of

Edinburgh Council appointed Crops in Pots to manage, with and for the local community, two acres of common good land. This prominent but previously neglected area at the northern tip of Leith Links is now a thriving community growing space known as 'Leith Community Croft'. On this pioneering [urban croft](#), the project encourages 'green' food production, a sharing ethos, nature play and the provision of wildlife habitat. The Croft has integrated with other projects, including a Croft Carbon College which was launched in 2018. The college is a local centre for raising environmental awareness and provides courses and community events to support citizens in making more sustainable choices.

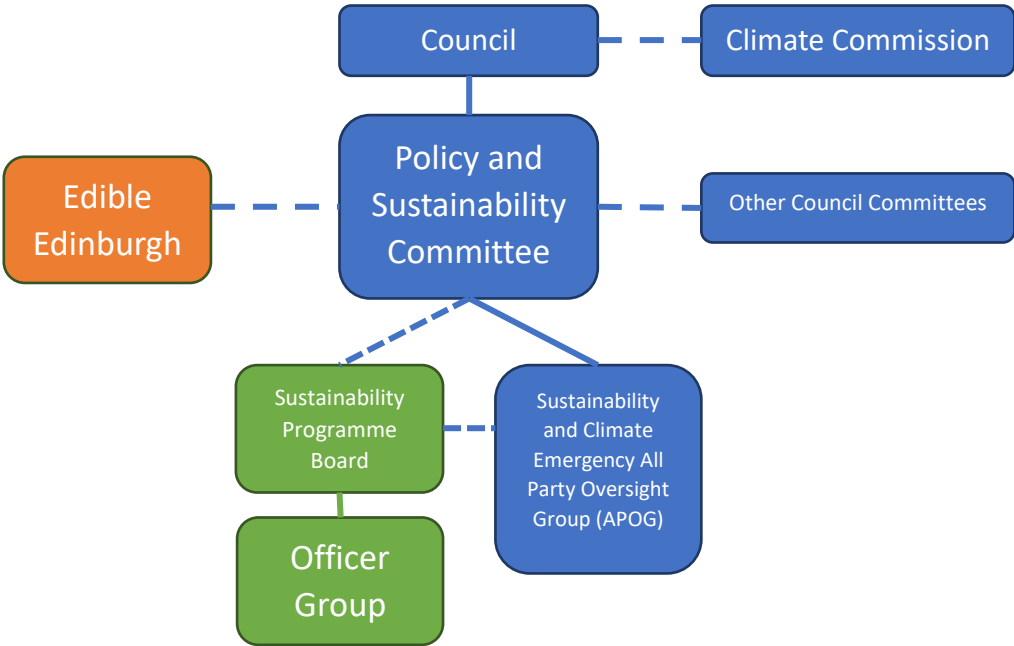
6. Phase 2: The move to a regional strategy

In 2019 we committed as a council to work with our regional partners across Edinburgh and South East Scotland to expand our food growing strategy across a regional footprint. This intent will follow the good progress made in developing a food growing strategy for Edinburgh and the very significant approach in signing the Edinburgh and South East Scotland City Region Deal. The £1.2bn transformational deal looks to maximise inclusive growth across the region by improving housing, infrastructure, skills and innovation. Agriculture and food production are a hugely important sector in the region with very significant opportunities for development. Starting in 2020 and beyond, we would look to work with the other partner authorities and the Regional Business Council to explore what a regional strategy would look like and to consider what priorities it would have.

7. Monitoring and implementation

We will monitor progress towards Edinburgh's first Food Growing Strategy against our new baseline and report to the Policy and Sustainability Committee at key milestones. However, there are other forum that also offer leadership and oversight of the food growing strategy in Edinburgh including Edible Edinburgh and progress will be reported to the Edible Edinburgh Partnership to maintain strategic coordination of activity across the city. **Figure 3** below sets the governance arrangements for oversight of the wider sustainability agenda, and Edible Edinburgh's contribution to that. As we develop our 2030 Sustainability Strategy, we will look for further opportunities to support the outcomes of this Food Growing Strategy by working with partners to reduce our carbon emissions, support local good growing businesses, increase land available for food growing, reduce inequalities and increase awareness and choice around healthy and sustainable food.

Figure 3: Governance and reporting arrangements



Annex A – 10-point action plan

Outcomes	GROWING LOCALLY				
	Reduce our carbon emissions as a city	Support local food growing businesses to growth and thrive	Increase land availability for food growing	Reduce spatial inequalities across the city	Increase awareness and choice around healthy and sustainable food
ACTIONS					
Page 176 Grow more locally	1.	We will deliver ‘Cultivating Communities 2017-2027’, our ambitious allotment strategy designed to improve the number and quality of food growing sites in Edinburgh.			
	2.	We will improve the information available about food growing sites, setting out a new baseline which we help us to measure progress.			
	3.	We will develop a new 30 year strategy ‘Thriving Green Spaces 2050’, which will create a new vision for the city setting out how our green spaces need to change to deliver greater benefits for citizens.			
	4.	We will improve support to schools and local community food growing projects, and encourage more citizens to get involved in food growing			
Consume more locally	5.	Work with the Chamber of Commerce, the Federation of Small businesses and others to explore how we can encourage residents and business to buy more locally produced food			
	6.	Work with Business Link and the wider industry to better understand barriers and challenges to business expansion, and explore how we can provide further support for local growers and producers			
	7.	Work with partners and stakeholders to explore the feasibility of establishing an indoor market and local food distribution hub in Edinburgh			
Increase awareness and engagement	8.	Ensure food to becomes a key part of the city climate conversation and 2030 sustainability strategy, including by asking Edinburgh’s Independent Climate Commission to take forward food as part of its 10-year work			
	9.	Work with Edible Edinburgh and other partners to ensure Edinburgh achieves the Sustainable Food Cities Silver Award			
	10.	Work with partners to develop a joint approach to communications to improve the information and advice available to citizens, community growers and businesses about how to get involved in local food growing and what support is available locally			

Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Edible Edinburgh Sustainable Food Cities Co-ordinator

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Committee is asked to approve the allocation of £32,370 from the Sustainable Edinburgh 2020 budget to fund the employment of Edible Edinburgh partnership's Sustainable Food Cities Co-ordinator for a two year period from April 2020 to March 2022, moving from a part to full time post.
- 1.2 Committee is further asked to note the discussions underway with NHS Lothian and Edinburgh Community Food on contributing funding towards this post.

Andrew Kerr

Chief Executive

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Edible Edinburgh Sustainable Food Cities Co-ordinator

2. Executive Summary

- 2.1 Edible Edinburgh's part-time (0.6 FTE) Sustainable Food Cities (SFC) Co-ordinator has been in post since September 2018 funded through grants awarded from the Sustainable Food Cities (SFC) network with match funding provided by the Council. The SFC Co-ordinator post is hosted by Edinburgh Community Food.
- 2.2 It is proposed to make the Co-ordinator post full-time to cover the time period until March 2022. This will require additional funding from the Council. Council funding for this post comes from the remainder of a historic sustainability budget fund that was agreed as part of the Council's budgetary process in February 2012. This is possible due to an underspend in the amount allocated to the establishment of the Saughton micro hydro scheme; this has arisen due to the Council securing external grant funding for part of the hydro scheme project.
- 2.3 The funding already provided by the Council and the additional funding that would be required are detailed in the main part of this report.

3. Background

- 3.1 In May 2019 the Council set the ambitious target of becoming carbon neutral by 2030. Food plays a crucial role in helping us achieve this as well as helping to tackle other key issues, in relation to sustainability, poverty alleviation and health.
- 3.2 Edible Edinburgh is a cross-sectoral partnership established in 2013 that includes representatives from the Council and NHS health services, further and higher education, community food and sustainability sector, national food and waste reduction organisations, business and greenspace sectors. The partnership is chaired by the Council's Sustainability Champion, Councillor George Gordon.
- 3.3 The partnership's main focus is on poverty alleviation, healthy eating and well-being, local and sustainable food production, supply chains and markets, reduction of food waste, climate change and biodiversity, and raising public and business awareness and participation.
- 3.4 Edinburgh was one of the founding members of the SFC network, which now has over 57 network members across the UK. SFC is a partnership programme run by

the Soil Association, Food Matters and Sustain. The SFC approach involves establishing an effective cross-sector food partnership, embedding healthy sustainable food in policy and developing and delivering a food strategy and action plan. SFC have proposed a new regional approach with new resources and an office in Scotland. This presents opportunities for Edinburgh to benefit from additional SFC resources and capacity, and possible funding opportunities. Edible Edinburgh has also benefited from SFC campaign funding and will aim to do so going forward.

- 3.5 In September 2018, through an SFC grant match-funded by the Council, a Sustainable Food Cities Co-ordinator for Edible Edinburgh was appointed for one year followed by a six-month extension to this post, funded solely by the Council.
- 3.6 Since the appointment of the Sustainable Food Co-ordinator, the Edible Edinburgh partnership:
 - 3.6.1 Achieved SFC Bronze accreditation – the second city in Scotland to do so. This has helped increase the partnership’s membership, profile and recognition of its work across the city.
 - 3.6.2 Established working groups to take forward specific areas of the sustainable food agenda in relation to health and wellbeing, land use, food economy, food waste and cultural change. The partnership’s health and wellbeing sub group has been working to reduce food insecurity, poverty and holiday hunger in the city and promoting access to affordable sustainable food. This includes overseeing participation in Veg Cities and Veg Power campaigns and helping deliver Edinburgh’s Holiday Hunger programme.
 - 3.6.3 Held its first citywide Food Summit and hosted the partnership’s first Business Breakfast, held in the Edinburgh International Conference Centre. This event opened up dialogue on how food and related businesses can contribute to making Edinburgh a sustainable food city. A new Good Food Business Charter was also launched at the breakfast.
 - 3.6.4 Held a number of community and partnership events feeding into the development of Edinburgh’s first Food Growing Strategy.

4. Main report

- 4.1 Edible Edinburgh’s SFC Co-ordinator has been in post since September 2018. Funding for this post ends on 29 February 2020. In this 18 month period, the Council’s financial contribution has been £20,000 with £10,000 provided through grant funding from the SFC network and a £3,000 contribution from Edinburgh Community Food, who host the SFC Co-ordinator post.
- 4.2 Going forward, the Council has committed a further £10,000 towards funding the SFC Co-ordinator post for a further year from April 2020 to March 2021, with £20,000 provided by grant funding from the SFC network to cover a two year period from April 2020 to March 2022.

- 4.3 £1,830 would be required to fund the Co-ordinator post for March as funding for this post ends in February 2020.
- 4.4 It is proposed to make the Co-ordinator post full-time from April 2020. If full-time, the Co-ordinator salary would rise to £26,000 per annum. If national insurance and pension costs are added, costs would be around £29,170 per annum.
- 4.5 Edinburgh Community Food (ECF), who are hosting the Co-ordinator post, are contributing £1,500 per year towards hosting, which they have estimated as costing £2,600 per year. They therefore need our support for the remaining £1,100 hosting cost per year. This would bring total costs for the Co-ordinator post from March 2020 to March 2020 to £32,370.
- 4.6 An additional £10,270 in 2020/21 and £20,270 in 2021/22 would therefore be required to augment the funding in place from SFC and ECF to cover these costs. This cost can be met from funding previously agreed by the Council to support sustainability projects.
- 4.7 Making this post full-time would help Edinburgh achieve SFC Silver Award accreditation and free up Council officer capacity and resources.
- 4.8 Discussion is underway with Edible Edinburgh partners on contributing financially to the Co-ordinator post. An important strand of the Co-ordinator role going forward will be on financing of the partnership and the co-ordinator post, as well as research into other food partnership models that Edible Edinburgh could replicate to become self-financing in the future.

5. Next Steps

- 5.1 If the additional monies are approved by Committee for the employment of Edible Edinburgh's Sustainable Food Co-ordinator on a full-time basis, then next steps include:
 - 5.1.1 Continuing dialogue with Edible Edinburgh partners on contributing financially to the Edible Edinburgh partnership to remove reliance on the Council as sole partnership match funder for the SFC grant allocation
 - 5.1.2 Ensuring a core part of the Co-ordinator's work going forward will be to look at viable alternative models for how Edible Edinburgh is constructed and to source grant and other types of funding to ensure that partnership continues to be financially viable.
 - 5.1.3 Working with SFC on their proposed Scottish regional approach to ensure that Edinburgh benefits from these plans and any funding that may arise from this.

6. Financial impact

- 6.1 A total of £32,370 is required to cover the salary and employment costs of Edible Edinburgh's Sustainable Food Cities Co-ordinator for a two year period from March 2020 to March 2022. As detailed in 4.6 above, this can be resourced by re-profiling sustainability funds previously agreed by Council, with no financial impact on current budgets.
- 6.2 Research will be undertaken into alternative models of financing the Edible Edinburgh partnership and co-ordinator role going forward.

7. Stakeholder/Community Impact

- 7.1 A number of meetings have been held with Edible Edinburgh partners on options for financing the Sustainable Food Cities Co-ordinator going forward. These will continue.
- 7.2 Equalities, rights and sustainability are key components of Edible Edinburgh and the Edinburgh Sustainable City Food Plan, which is underpinned by principles of being inclusive, engaging and sustainable. The Sustainable Food Cities Co-ordinator post has a positive impact on equalities, rights and sustainability in relation to delivering these principles.

8. Background reading/external references

- 8.1 [Edible Edinburgh: A Sustainable Food City Plan](#)
- 8.2 [Edible Edinburgh – A Sustainable Food City – Progress Report: Corporate Policy and Strategy Committee, 7 August 2018](#)

9. Appendices

None.

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Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

City Strategic Investment Strategic Programme

Executive/routine Wards Council Commitments	Executive All 1, 2, 4
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1. Recommendations

- 1.1 It is recommended that Committee:
- 1.1.1 notes that on [21 November 2019](#) Council agreed to the restructuring of the City Strategic Investment Fund (CSIF);
 - 1.1.2 notes that from the £2.15m available to support delivery of the Council's strategic regeneration priorities:
 - 1.1.2.1 £500,000 will be allocated to BioQuarter to fund the procurement and establishment of a joint venture vehicle (subject to the agreement of report elsewhere on agenda);
 - 1.1.2.2 notes that £604,658 from the £2.15m available to support delivery of the Council's strategic regeneration priorities was allocated to the Granton Waterfront regeneration programme by the Finance and Resources Committee on [6 December 2019](#);
 - 1.1.2.3 notes allocations of up to £300,000 for City Centre Transformation, £200,000 for Data Driven Innovation and £500,000 for West Edinburgh respectively;
 - 1.1.3 notes that the allocation of £500,000 to leverage in grant funding for the Powderhall Stables project is the subject of a separate report; and
 - 1.1.4 notes the CSIF cash flow projection as shown in Appendix 1.

Paul Lawrence

Executive Director of Place

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City Strategic Investment Fund Strategic Programme

2. Executive Summary

- 2.1 This report provides an update on the City Strategic Investment Fund (CSIF) balance following the decision taken by Committee in October 2019 to restructure the fund.
- 2.2 It also includes allocations being made to BioQuarter and Powderhall Stables projects, both of which are the subject of separate reports on the agenda.
- 2.3 Appendix 1 sets out tables with cash flow projections for each of the sections of the CSIF showing current balance, projected income and expenditure.

3. Background

- 3.1 On [7 February 2013](#), the Council approved the creation of the CSIF to “create new development opportunities, support business innovation, deliver jobs and promote economic growth in Edinburgh”. It was established as an evergreen fund which provides debt and equity finance for projects delivering a return on investment. The Council agreed to capitalise the CSIF with £7.5m. An investment strategy for the fund was agreed by the Economy Committee on [29 April 2014](#). On [7 June 2018](#), updated repayment terms for the CSIF were agreed by the Housing and Economy Committee.
- 3.2 Housing and Economy Committee on [21 March 2019](#) agreed to a wider review of the use of the CSIF to ensure it is deployed to meet the priorities of the economy strategy and wider city development and regeneration aims, including whether it is appropriate to increase the fund to help meet these objectives.
- 3.3 At the Policy and Sustainability Committee meeting on [25 October 2019](#) a new strategy for the use of the CSIF was agreed and at Council on the 21 November 2019 this strategy was endorsed. Council also agreed to move £902,084 of the fund into unallocated reserves.
- 3.4 The new arrangements separate the fund into three categories as follows:
 - 3.4.1 Strategic Programme - £2,150,000 was allocated to support the Council’s strategic development programme on a non-refundable basis;

- 3.4.2 Match Funding - £500,000 was allocated on a non-refundable basis to allow the Council to access external funding programmes where match funding is required or desirable; and
- 3.4.3 Loan Funding -The overall value of the CSIF Loan Fund is £3,947,916 after the transfer of £902,084 into the Council's unallocated reserves although the cash balance is currently £145,000.
- 3.5 Appendix 1 shows three tables showing the cashflow projections for each of these categories. For the avoidance of doubt the tables treat funding commitments as expenditure in order that Committee can see where there are still funds available for investment.

4. Main report

Strategic Programme

- 4.1 The Council has allocated £2.15m to support the Council's strategic development programme concerned with the economic regeneration and growth of the city. The key projects making up the programme are Edinburgh Waterfront, BioQuarter, Edinburgh City Centre Transformation (ECCT), Data Driven Innovation (DDI) and West Edinburgh.
- 4.2 Council agreed to ring-fence this money for a period of five years. The following sections set out how and when this funding will be apportioned across the identified projects.
- Edinburgh Waterfront*
- 4.3 Funding of £604,658 has now been allocated to the Granton Waterfront regeneration project to fund project management costs during the planning stage of the project, leading to the finalisation of an outline business case. A separate report on this project is included elsewhere on this agenda.
- BioQuarter*
- 4.4 A strategic business case (SBC) for the BioQuarter is included elsewhere on the agenda for this Committee. It seeks approval of a £500,000 allocation to develop the project to full business case (FBC) including the procurement of a private sector partner.
- Edinburgh City Centre Transformation*
- 4.5 In [September 2019](#), the Council approved a Finalised Strategy and the development of a 10-year Programme Delivery Plan programme for transforming the city centre. Up to £300,000 has been committed from the CSIF strategic programme to ECCT in order to fund project management resources within the Council and potentially provide initial funding to implement this programme.
- 4.6 A further report will be provided to Committee in due course setting out the detail of this proposed expenditure, prior to any money being spent.

Data Driven Innovation (DDI)

- 4.7 The University of Edinburgh and the City of Edinburgh Council officers are currently considering new opportunities to attract investment to the city which would deliver DDI and Smart Cities outcomes.
- 4.8 This work is at a very early stage and is likely to take up to six months to develop a comprehensive business case. It is intended to set aside up to £200,000 from CSIF for delivery of the business case.
- 4.9 A report will be provided to Committee on this once the business case has been developed.

West Edinburgh

- 4.10 The West Edinburgh Economic Study is currently underway, and its outputs will be used to help inform the draft City Plan 2030 which will then be the subject of public consultation. It will also identify potential delivery models and possible public sector interventions.
- 4.11 A commitment of up to £500,000 has been made to West Edinburgh to recognise the expected need for further action on the part of the Council in developing a business case for future infrastructure delivery.
- 4.12 A progress report on West Edinburgh will be provided in June 2020. A further report will also be provided to Committee in due course setting out the detail of this proposed expenditure, prior to any money being spent.
- 4.13 From the £2.15m allocation to support the Council's strategic development programme £45,342 remains available for project funding as shown in Table 1 in Appendix 1.
- 4.14 It should be noted that while this funding is not being treated as a loan with a strict requirement for repayment, every effort will be made to recover this money as projects move into the capital expenditure stage.

Match Funding

Powderhall Stables

- 4.15 A report elsewhere on the agenda seeks approval of a £500,000 allocation to match a bid for £1.21m from the Scottish Government's Regeneration Capital grant Fund (RCGF) for the refurbishment of Powderhall Stables.
- 4.16 This would exhaust the match funding allocation of the CSIF as shown in Table 2 in Appendix 1.
- 4.17 This use of the match funding money was previously agreed on a non-refundable basis. As such, it has been assumed that the project would not need to refund this money if allocated by Committee. It is also unlikely that the project would be able to bear this cost. Even if this was managed by extending the repayment period, it would take at least a further 18-20 years to pay back the capital and interest.

Loan Funding

Powderhall Stables

- 4.18 A report elsewhere on the agenda seeks approval of a £290,000 loan for the refurbishment of Powderhall Stables. This would exhaust the loan funding allocation of the CSIF as shown in Table 3 in Appendix 1 but it is projected that this would be repaid by 2029/30 along with an uplift of approximately £50,000 reflecting interest payments of 3% per annum (the exact repayment date and interest payments would depend on the income that could be secured from Powderhall Stables).

5. Next Steps

- 5.1 Committee will continue to receive information on development proposals, match funding applications and proposed resource allocation to strategic development priorities as these emerge, for approval.
- 5.2 Regular reports will also be provided to the Policy and Sustainability Committee setting on progress and feedback on agreed projects.

6. Financial impact

- 6.1 The current cash balance for each of the sections of the CSIF are set out in Appendix 1 below. There are sufficient funds available for the allocations proposed in this report and the others connected to CSIF elsewhere on the agenda.
- 6.2 While the strategic programme funding and match funding are agreed on a non-recoverable basis, it is intended that all efforts will be made to recover funding for the CSIF strategic programme when projects move to capital funding stages.

7. Stakeholder/Community Impact

- 7.1 The estimated stakeholder and community impact will be provided in relation to individual projects as and when reports seeking funding approvals are provided.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – City Strategic Investment Fund: Projected Cash Flow

Appendix 1 – CSIF: Projected Cash Flow (Based on agreed allocations)

Table 1 – Strategic Programme Commitments – Total Value - £2.15m

Project	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Edinburgh Waterfront	–	(£604,658)	–	–	–	–
BioQuarter	–	–	(£500,000)	–	–	–
City Centre Transformation	-	-	(£300,000)*			
Data Driven Innovation	-	-	(£200,000)*	-	-	-
West Edinburgh	–	–	(£500,000)*	–	–	–
Balance at year end	£2,150,000	£1,545,342	£45,342	£45,342	£45,342	£45,342

Amount currently available having regard to proposed allocations = £45,342

* These allocations will be up to the amount shown. Further information on how these monies will be used will be presented to Committee once more detailed plans have been developed.

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Table 2 - Match Funding Commitments – Total Value - £500,000

Project	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Powderhall	–	–	(£500,000)	–	–	–
–	–	–	–	–	–	–
Balance at year end	£500,000	£500,000	£0	£0	£0	£0

Amount currently available having regard to proposed allocations = £0

Table 3 – CSIF Loan Fund Allocations – Total Value - £3,947,916

Project	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
East Hermiston Business Park	£90,940 ^A	£145,000	£145,000	£145,000	£145,000	£145,000
Tram design works	(£2,000,000)	–	–	–	–	–
Transfer to reserves	–	(£902,084)	–	–	–	–
Powderhall Stables	–	–	(£290,000)	£40,000	£40,000	£40,000
Balance at year end	£902,084 ^B	£145,000	£0	£185,000	£370,000	£555,000
Project	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
East Hermiston Business Park	£145,000	£145,000	£145,000	£145,000	£145,000	£145,000
Transfer to reserves	–	–	–	–	–	–
Tram design works	–	–	–	–	£2,000,000	–
Powderhall Stables	£40,000	£40,000	£40,000	£40,000	£40,000	£23,372
Balance at year end	£740,000	£925,000	£1,110,000	£1,295,000	£3,480,000	£3,648,372
Project	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
East Hermiston Business Park	£145,000	£145,000	£62,916	–	–	–
Transfer to reserves	–	–	–	–	–	–
Tram design works	–	–	–	–	–	–
Powderhall Stables	–	–	–	–	–	–
Balance at year end	£3,793,372	£3,938,372	£4,001,288	£4,001,288	£4,001,288	£4,001,288
A – Net income based on income of £145,000, partially offset by expenditure of £54,060.						

Amount currently available having regard to proposed allocations = £0

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Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

BioQuarter – Strategic Business Case

Executive/routine Wards Council Commitments	Executive All 1, 2, 6, 31
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1. Recommendations

- 1.1 It is recommended that Committee:
- 1.1.1 agrees the Strategic Business Case (SBC) as provided in Appendix 1;
 - 1.1.2 agrees to contribute up to £500,000 to fund the further development of the business case and run the related procurement process;
 - 1.1.3 notes that a Prior Information Notice (PIN) will be posted in the Official Journal of the European Union (OJEU) in April/May 2020 setting out the intention to proceed with the procurement of a commercial development partner and seeking market feedback; and
 - 1.1.4 notes that a further report will be brought to Committee in June 2020 providing an update on progress, seeking approval of the outline business case, approval to enter into a new legal entity (TopCo) and seeking agreement to start the formal procurement process.

Paul Lawrence

Executive Director of Place

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BioQuarter – Strategic Business Case

2. Executive Summary

- 2.1 This report requests approval to progress with the next stage of the BioQuarter project and requests £500,000 of funding as the Council's contribution towards the development of the business case and procurement exercise.
- 2.2 A Strategic Business Case (SBC) is also provided which sets out the rationale for proceeding with this project. Life Sciences is a significant sector in the UK economy employing 90,000 people. The BioQuarter is a key player in this sector and exists to improve people's lives, health and well-being. The BioQuarter site is identified in the Local Development Plan (LDP) as an area for life science development that supports wider growth and regeneration in South East Edinburgh. It is also recognised in the draft City Mobility Plan (CMP) as an area of growth where further transport infrastructure is required. It has significant potential to contribute to the City's Economy Strategy and Council Commitments, particularly in relation to the inclusive growth and net zero carbon agendas.
- 2.3 An Outline Business Case (OBC) will be reported to Committee in August 2020 and approval will be sought at that stage to enter into TopCo and then commence the formal procurement process. Thereafter, it is envisaged that a Full Business Case (FBC) will be provided once a preferred bidder has been identified and final approval will then be sought from Committee and Council to proceed with the establishment of a further legal entity, proposed to be a joint venture involving TopCo and the preferred bidder (DevCo).

3. Background

- 3.1 In 1997, Scottish Government obtained planning permission for land in the Little France area of Edinburgh, approximately four miles from the City Centre. This allowed the relocation of the city's Royal Infirmary and the University of Edinburgh's Medical School from their historic sites in the City Centre. Development commenced immediately and in 2002 NHS Lothian opened the first building to patients – the new Royal Infirmary of Edinburgh. At the same time the University completed the first phase of relocation of the College of Medicine and Veterinary Medicine with the move of medical teaching and

research to the adjacent Chancellor's Building. In 2007 the site was named Edinburgh BioQuarter.

- 3.2 Over these past 20 years, the site has developed extensively and has seen investment of around £520m of capital with a further £330m of capital investment planned for the next five years for buildings, infrastructure and specialist equipment. Funding to date has been by the individual partners, research councils and philanthropic and government investment.
- 3.3 During this time a private sector partner was procured and a partnership was formed. Unfortunately, this coincided with the global economic crisis in 2007/8 and as a result the partnership was not able to move forward, and the parties mutually agreed not to pursue the partnership further.
- 3.4 In 2017, the Council agreed to become a formal partner in the BioQuarter and subsequently entered into a Collaboration Agreement with the other three project partners - the University of Edinburgh, Scottish Enterprise and NHS Lothian. The governing body for this is the BioQuarter Strategy Board.
- 3.5 On [21 March 2019](#) the Housing and Economy Committee agreed to a review of the use of the City Strategic Investment Fund (CSIF) to ensure it is deployed to meet the priorities of the economy strategy and wider city development and regeneration aims. The Council subsequently agreed on [21 November 2019](#) to reallocate CSIF funding and set aside £2.15m to be used over a five-year period to fund the progression of major developments in the city which will make strategic contributions to the city's economy and which would not otherwise not be progressed. The BioQuarter was identified as one such project.

4. Main report

BioQuarter - Today

- 4.1 The UK has one of the strongest and most productive Life Sciences industries in the world. In 2015, the Life Sciences industry generated approximately £20.7bn turnover and 90,000 jobs for the UK. The BioQuarter is already a key player in this arena. It exists to advance healthcare discoveries, improve people's lives and enhance health and well-being.
- 4.2 The BioQuarter is currently home to a community of around 8,000 staff and students and significant numbers of patients and visitors. The site is a melting pot of talent in commercial research and development, clinical and academic, research, healthcare and data driven innovation. At its heart is the Royal Infirmary of Edinburgh, a circa. 900 bed acute teaching hospital. The research strengths of the site include neuroscience, regenerative medicine, medical informatics and translational medicine.
- 4.3 BioQuarter is developing over time but already has some notable successes having helped to incubate several new spin-out companies from the University since 2012.

- 4.4 The current commercialisation space at BioQuarter is primarily located in Building Nine and is owned and managed by Scottish Enterprise. Building Nine opened in 2012 and consists of a mix of incubator and grow-on space for life sciences companies. It has been home to more than 25 SMEs, all at varying stages of growth and from across the life sciences spectrum. Currently there are 14 companies based in Building Nine, all of which take advantage of the unique environment that the BioQuarter offers.

BioQuarter - Vision

- 4.5 The BioQuarter is already a flagship development within the Life Sciences sector with a unique combination of specialist activities. By building on its existing expertise/facilities and by attracting, creating, and growing world class companies, the BioQuarter has the potential to grow from a national to a global centre of excellence.
- 4.6 The vision is to deliver a life science led mixed use quarter in the South East of Edinburgh that will attract new businesses, entrepreneurs, investors, researchers, healthcare providers and which would be a powerful tool in both local and regional economic and social regeneration.
- 4.7 Phase 1 of the masterplan for the site is likely to include a new public square, an incubator hub, laboratories and office accommodation totalling approximately 42,000sqm, a range of residential developments including, ancillary space such as a quality hotel, bar, gym, retail, nursery and after school care provision, high quality public realm throughout the site and improved public transport and access arrangements.
- 4.8 The site is already identified in the current Local Development Plan although the new masterplan will require consultation and further development. This process has begun with the Planning Service where advice will be sought on the best approach to be taken. The masterplan will be reported to the Council's Planning Committee in due course.

Strategic Business Case

- 4.9 Following discussion around how to deliver the new vision, the BioQuarter Strategy Board supported the option of procuring a private sector partner. This partner will need to have demonstrable experience in Life Sciences development and will need to be able to provide funding for the venture. A new partnership would then be formed with the four existing partners, which will acquire the remaining land from Scottish Enterprise and develop BioQuarter at the necessary pace and scale to achieve the desired outcomes.
- 4.10 Appendix 1 contains the SBC which has been prepared to provide the rationale for proceeding with this project, sets out the proposed approach and covers, financial assessment, demand assessment, economic impact and community engagement and inclusion. It identifies a wide range of benefits including:
- 4.10.1 the creation of a high-quality large-scale sustainable development in the city, with zero net carbon ambitions;

- 4.10.2 an attractive town centre square and 'place', capable of supporting a range of events;
 - 4.10.3 an open and welcoming atmosphere, with space and facilities that can be used by citizens both locally and across the city of Edinburgh;
 - 4.10.4 additional new residential development, including a range of affordable housing;
 - 4.10.5 improved international positioning in the market for life sciences companies, Data Driven Innovation businesses;
 - 4.10.6 enhanced support for early and later stage growth of companies in the life sciences sector;
 - 4.10.7 improved health and care research and services through enhanced joint working between clinicians, patients, researchers, communities, government and business;
 - 4.10.8 enhanced Edinburgh and Scottish skills base in the life sciences and Data Driven Innovation sectors; and
 - 4.10.9 Total permanent jobs, in the long term, of 9,325 FTE and a further 7,734 FTE jobs relating to construction activity.
- 4.11 The SBC provides a compelling case for proceeding with the project and it is recommended that Committee agrees to proceed to the next stage of the project - the development of an OBC.

TopCo and DevCo

- 4.12 In order to proceed with the project, legal advice has been sought on the best company structure to be used, considering the proposed operations, desired outcomes and the level of control sought. Consideration has also been given to the governing rules of each of the partners. It is proposed that two companies both limited by shares will be established – TopCo and DevCo.
- 4.13 TopCo will be set up initially as the contracting authority for the procurement of a private sector partner and thereafter will have responsibility for oversight of DevCo. Each of the four partners will have a 25% shareholding.
- 4.14 DevCo will be established once a private sector partner has been secured. It is envisaged that this will also be a company limited by shares with TopCo holding a portion of the shares and the private sector partner being the only other shareholder. It is envisaged that the partner will be the majority shareholder and that the company will be classified to the private sector, allowing it to operate more freely than if it were classified to the public sector. To ensure that the direction of the company continues to be aligned with the objectives of the public sector partners, a mission statement will be built into the shareholder agreement.
- 4.15 DevCo will then enter into an option agreement with Scottish Enterprise to provide for the purchase of the remaining BioQuarter land and will draw down the plots subject to performance in terms of project funding and necessary consents being secured.

5. Next Steps

- 5.1 Subject to approval by the Policy and Sustainability Committee officers will work with the BioQuarter Programme Team to progress the project.
- 5.2 The high-level programme for the project is as follows:
 - 5.2.1 Marketing launch at MIPIM March 2020.
 - 5.2.2 OJEU Prior Information Notice - April/May 2020.
 - 5.2.3 TopCo established and formal procurement start – Q4 2020.
 - 5.2.4 Selection of private sector partner and formation of DevCo – Q4 2021.
 - 5.2.5 Construction start – Q3 2022.
 - 5.2.6 First occupation – 2024.
- 5.3 In order to proceed with the formal procurement process the OBC will first need to be developed and then agreed by all partners.
- 5.4 For the procurement of a private sector partner it is proposed to establish a company limited by shares (TopCo) of which the Council will have a 25% shareholding. The main purpose of this company will be to perform the contracting authority role for the procurement of a commercial development partner although this will not be the only function of the company.
- 5.5 A report will be brought back to Committee in June 2020 setting out the OBC and the proposed articles of association of TopCo. It will seek agreement for the Council to enter into the company, start the procurement process and develop the FBC.

6. Financial impact

- 6.1 As set out above, £2.15m of the CSIF is ring-fenced over the next five years to support the progression of major developments in the city which would otherwise not be progressed. Subject to the agreement of this report, up to £500,000 of this amount will be used to cover the Council's share of the cost of developing the business case and procuring a private sector partner.
- 6.2 A detailed cost plan for these stages of the project has been developed by the Programme Team including all necessary services: legal advice in relation to procurement, state aid and company law, financial modelling and tax advice, commercial advice, economic and social impact analysis, and technical services in relation to planning and design. Including 10% contingency the total cost is estimated at £1,572,054.
- 6.3 This is broken down as follows:
 - 6.3.1 OJEU Procurement of JV Partner – £705,400;

- 6.3.2 Independent Commercial Advice for Partnership – £43,200;
 - 6.3.3 Development of Business Case to FBC Stage – £227,088;
 - 6.3.4 TopCo and DevCo Legal Structures – £117,452;
 - 6.3.5 Master Planning and Statutory Consents – £336,000; and
 - 6.3.6 Contingency – £142,914.
- 6.4 This cost will be divided equally between the Council, NHS Lothian, University of Edinburgh and Scottish Enterprise. This amounts to £393,014 per partner.
 - 6.5 A report is provided elsewhere on the agenda setting out the cash flow position of the CSIF. It takes account of the allocation of strategic programme funding to a number of activities, including BioQuarter. There are sufficient funds available for the allocation to this project to be made.
 - 6.6 Further reports will set out expenditure incurred and will seek agreement for further expenditure should this be necessary. At the current time, it is not envisaged that the £500,000 budget will be exceeded in moving the project through to FBC stage.

7. Stakeholder/Community Impact

- 7.1 The delivery of the BioQuarter project is anticipated to result in positive impacts on stakeholders and the wider community as identified in the SBC. The BioQuarter already has a community outreach programme that it delivers. As the project develops, community and stakeholder engagement will continue and will be ramped up over time.
- 7.2 The assessment of impact, either positive or negative, will continue to be measured as the business case is developed through different stages. Planning permission will also be required in due course and full technical assessments in relation to physical and environmental impacts will be provided as part of this process.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – BioQuarter – Strategic Business Case (restricted document)

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by virtue of paragraph(s) 6, 9 of Part 1 of Schedule 7A
of the Local Government(Scotland) Act 1973.

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Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

City Strategic Investment Fund – Powderhall Stables

Executive/routine Wards Council Commitments	Executive 12 – Leith Walk 2, 46
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1. Recommendations

- 1.1 It is recommended that Committee:
- 1.1.1 notes that the current available balance of the City Strategic Investment Fund (CSIF) includes £500,000 which can be used for match funding grant applications on a non-repayable basis;
 - 1.1.2 agrees to allocate £500,000 towards the Powderhall Stables project (should it proceed) from 1 April 2020 on a non-repayable basis;
 - 1.1.3 notes that the current available balance of the City Strategic Investment Fund (CSIF) includes £145,000 which can be loaned to projects, and that this is due to rise to £290,000 in 2020/21;
 - 1.1.4 agrees to lend up to £290,000 to the Powderhall Stables project (should it proceed) from 1 April 2020 on the terms set out in this report, subject to final approval from the Head of Finance; and
 - 1.1.5 refers this report to the City of Edinburgh Council for approval.

Paul Lawrence

Executive Director of Place

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City Strategic Investment Fund – Powderhall Stables

2. Executive Summary

- 2.1 This report proposes allocating up to £790,000 from the CSIF to the Powderhall Stables project from 1 April 2020, subject to it securing a grant of £1.21m from the Scottish Government’s Regeneration Capital Grant Fund (RCGF). £500,000 of this would be on a non-repayable basis, while up to £290,000 would be a repayable loan on the terms set out in this report.

3. Background

- 3.1 On [7 February 2013](#), the Council approved the creation of the CSIF to “create new development opportunities, support business innovation, deliver jobs and promote economic growth in Edinburgh”. It is an evergreen fund which provides debt and equity finance for projects delivering a return on investment. The Council agreed to capitalise the CSIF with £7.5m. An investment strategy for the fund was agreed by the Economy Committee on [29 April 2014](#). On [7 June 2018](#), updated repayment terms for the CSIF were agreed by the Housing and Economy Committee.
- 3.2 To date, CSIF funding has been committed for the following projects:
- 3.2.1 [East Hermiston Business Park](#), a 1,587sqm industrial park in Sighthill. £2,141,491 to fund the development was approved by the Economy Committee on [28 April 2015](#) and by the City of Edinburgh Council on [28 May 2015](#). The Business Park was completed in September 2017 and is now projected to generate £145,000 of rental income for the Council annually with full repayment in 2032/33, following which the Business Park will provide additional income for the Council. The current balance remaining to be repaid to the Council is £1,802,916.
- 3.2.2 [Replacement Meadowbank Stadium to RIBA stage 4](#). £700,000 to fund this design was approved by the City of Edinburgh Council on [10 March 2016](#). The allocation was to be repaid to the CSIF by realigning the future Capital Investment Programme. Following approval by Council for the Meadowbank Stadium project to proceed, this funding was not required as originally envisaged.

- 3.2.3 Cash flow issues arising as part of the closure of The EDI Group Limited (“EDI”). It was agreed by the Housing and Economy Committee on [7 September 2017](#) and by the City of Edinburgh Council on [31 May 2018](#) to allocate £1m for any cash flow issues arising from the closure of EDI. After the EDI cash balance strengthened, this funding was no longer required and the money was released back into the CSIF.
- 3.2.4 Design of the tram extension to Newhaven up to RIBA stage 2. The commencement of stage 2 design funded by £2m from CSIF was approved by the Transport and Environment Committee on [4 September 2017](#) (in the report CSIF is referred to as the Strategic Priorities Fund) with the City of Edinburgh Council giving final approval on [21 September 2017](#). The City of Edinburgh Council agreed on [14 March 2019](#) that the tram line would be extended to Newhaven. As reported to the Housing and Economy Committee on [21 March 2019](#) the repayment of the £2m allocated from the CSIF for design costs will not be repaid until the extended tram line is operational and generating a surplus, which is expected to be in 2025/26.
- 3.2.5 Refurbishment of Powderhall Stables as work space and community space. £500,000 towards this refurbishment was agreed by the Housing and Economy Committee on [22 March 2018](#) and by the City of Edinburgh Council on [3 May 2018](#). After the Council’s bid to the Scottish Government’s Regeneration Capital Grant Fund (RCGF) was unsuccessful, the project was unable to proceed, this funding was no longer required and the money was released back into the CSIF.
- 3.3 On [25 October 2019](#), the Policy and Sustainability Committee agreed to fundamental changes in the way the CSIF was used. The following allocations were made to the remaining CSIF budget:
- 3.3.1 £2.15m was allocated for providing resources to deliver major developments at Edinburgh BioQuarter, Edinburgh Waterfront, and West Edinburgh. It was agreed that this would not be repaid to the CSIF.
- 3.3.2 £500,000 was allocated for match funding external funding applications. It was agreed that this would also not be repaid to the CSIF.
- 3.3.3 The remainder of the CSIF would continue to be used for repayable debt or equity investment for eligible projects.
- 3.4 On [21 November 2019](#), the City of Edinburgh Council decided to reallocate £902,084 from the CSIF to unallocated reserves. Following this decision, the current unallocated balance of the CSIF currently stands at £145,000. This is projected to rise to £290,000 in 2020/21 upon the receipt of the next scheduled repayment from the East Hermiston Business Park.

4. Main report

- 4.1 This report sets out a proposal to utilise up to £790,000 from the CSIF (£500,000 on a non-repayable basis and up to £290,000 on a loan basis) to support the refurbishment of Powderhall Stables and work and events space.

Powderhall Stables

- 4.2 Powderhall Stables refers to the former offices and stable block of the Powderhall Waste Transfer Station at 165 Broughton Road as shown in appendix 1. Built in 1893, it is a two-storey, 618sqm property in the Scots Baronial style. With architectural features including an archway entrance, bartizans, and ornate cast iron gates, it is a prominent feature on Broughton Road. It has been category 'B' listed since 1993. The building was originally used as offices for the adjacent waste incinerator plant and as stables for the horses that pulled the waste carts; latterly, it has been used as a staff facility for waste collection staff. The building is now over 120 years old and in poor condition. A condition survey carried out in 2017 returned a 'C' rating, indicating major defects. Multiple repairs are needed, including to the roof; stonework; ceilings; and doors and windows. The interior is highly dated and generally unsuited to contemporary occupier requirements.
- 4.3 Powderhall Waste Transfer Station was previously used to sort and compact waste prior to it being transferred to a landfill site at East Barns in East Lothian. The Waste Transfer Station was closed in late-2016 due to equipment failures and drainage issues. On [23 March 2017](#), the Finance and Resources Committee approved the sale of the Waste Transfer Station to the Housing Revenue Account for housing-led redevelopment.
- 4.4 The Council made a bid to the 2019/20 round of the Scottish Government's RCGF for £1.06m towards the Powderhall Stables project. The bid was unsuccessful, but the Scottish Government provided feedback on the bid and encouraged the Council to resubmit the project.
- 4.5 On [29 August 2019](#), the Housing, Homelessness and Fair Work Committee agreed to seek further funding for the refurbishment of the stable block.
- 4.6 It is proposed to restore Powderhall Stables as a hub providing workspaces and events space. Collective Architecture has prepared designs for the conversion of the building as shown in appendix 2. The project would aim to meet the strong demand for workspaces and function spaces in central Edinburgh. It is estimated that the building could support over 60 jobs if fully occupied.
- 4.7 The restoration of Powderhall Stables would provide a centre-point for the wider Powderhall redevelopment being taken forward by the Development and Regeneration Team. This is a mixed-tenure development of approximately 260 homes with potential to deliver a new nursery school, new public realm, and community growing areas. A Place Brief for the Powderhall development was approved by the Planning Committee on [12 December 2018](#); the Place Brief states that "*bringing the stable block back into use and provision of a nursery*

should be integral parts of the development proposals” and that “Consideration should be given to its future use as workspace/event space with potential community uses.”

- 4.8 The projected costs of refurbishing Powderhall Stables are circa £1.91m. The Council has made a bid to the 2020/21 round of the RCGF, this time for £1.21m, leaving a funding gap of circa £700,000. It is proposed to utilise the CSIF to bridge this funding gap, enabling the Powderhall Stables project to proceed if the RCGF grant can be secured. £500,000 of this would be on a non-repayable basis, while the remainder would be a loan to be repaid using rental income from the letting out of the building once refurbished.

5. Next Steps

- 5.1 Should the Policy and Sustainability Committee agree the recommendations in this report, it will be referred to the City of Edinburgh Council for approval.
- 5.2 Should the bid be successful, it is anticipated that the Council would seek to commence the project during 2020/21.
- 5.3 Should the bid be unsuccessful, the project would be unable to proceed and the £790,000 would be released back to the CSIF.

6. Financial impact

- 6.1 It is proposed to allocate £500,000 from the CSIF to the Powderhall Stables project on a non-repayable basis. This would leverage in grant income of £1.21m. Additionally, it is proposed to offer the project a loan facility of up to £290,000, to be repaid using income from renting out the building.
- 6.2 It is proposed that the CSIF loan of up to £290,000 would be repaid at 3% interest per annum. These terms would be subject to final approval by the Head of Finance.
- 6.3 Assuming a loan of £290,000 was taken out on these terms, with money drawn down in 2020/21, it is projected that the loan plus interest could be fully repaid in by 2029/30. Following this date, any rental income from Powderhall Stables would accrue to the General Fund.
- 6.4 Council officers will seek to reduce overall project costs via value engineering and to secure additional external funding where possible.

7. Stakeholder/Community Impact

- 7.1 Significant community consultation has been undertaken in support of the wider Powderhall development proposals. This consultation has identified strong local support for the Powderhall Stables project.

8. Background reading/external references

8.1 None.

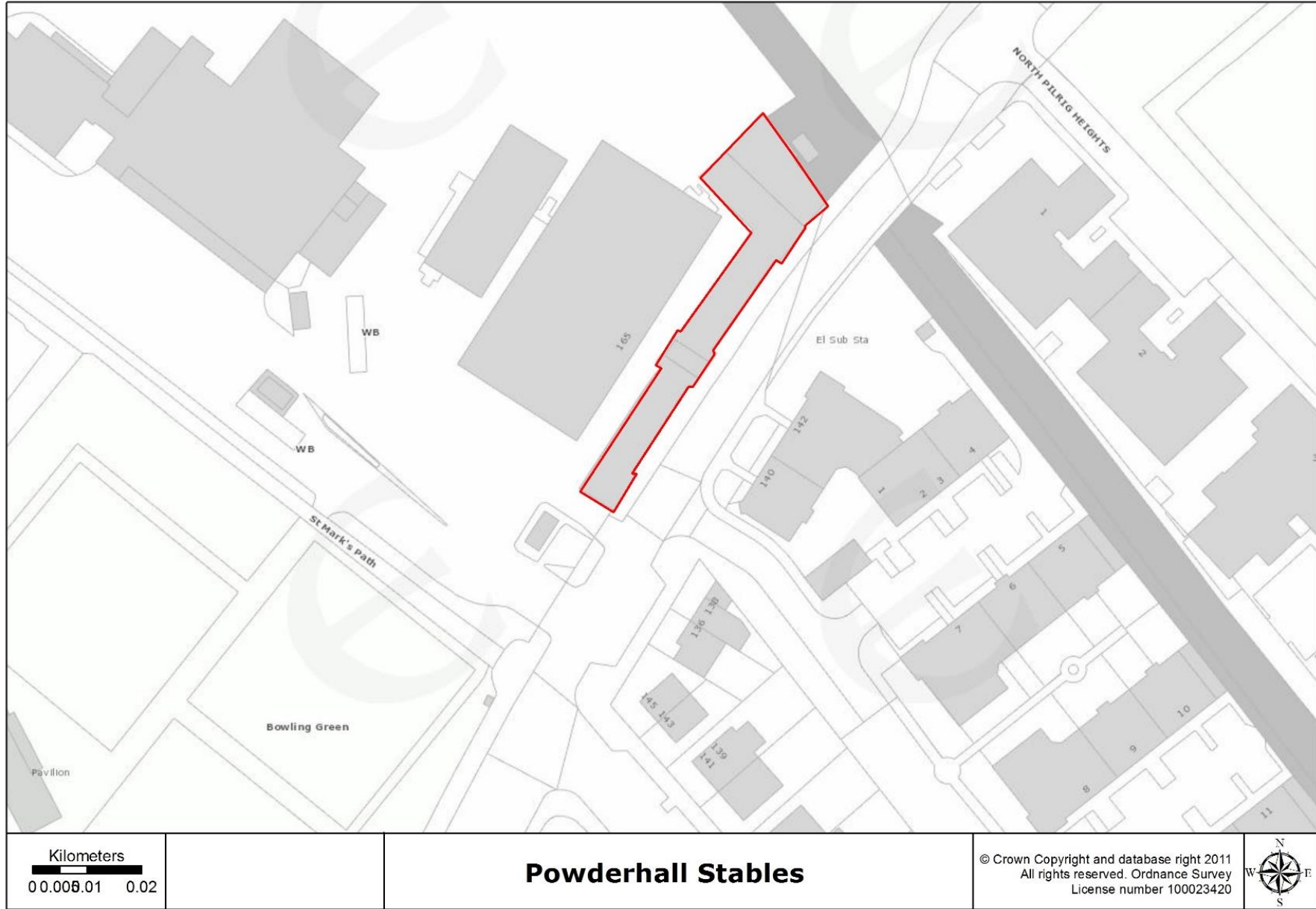
9. Appendices

9.1 Appendix 1 – Powderhall Stables location plan

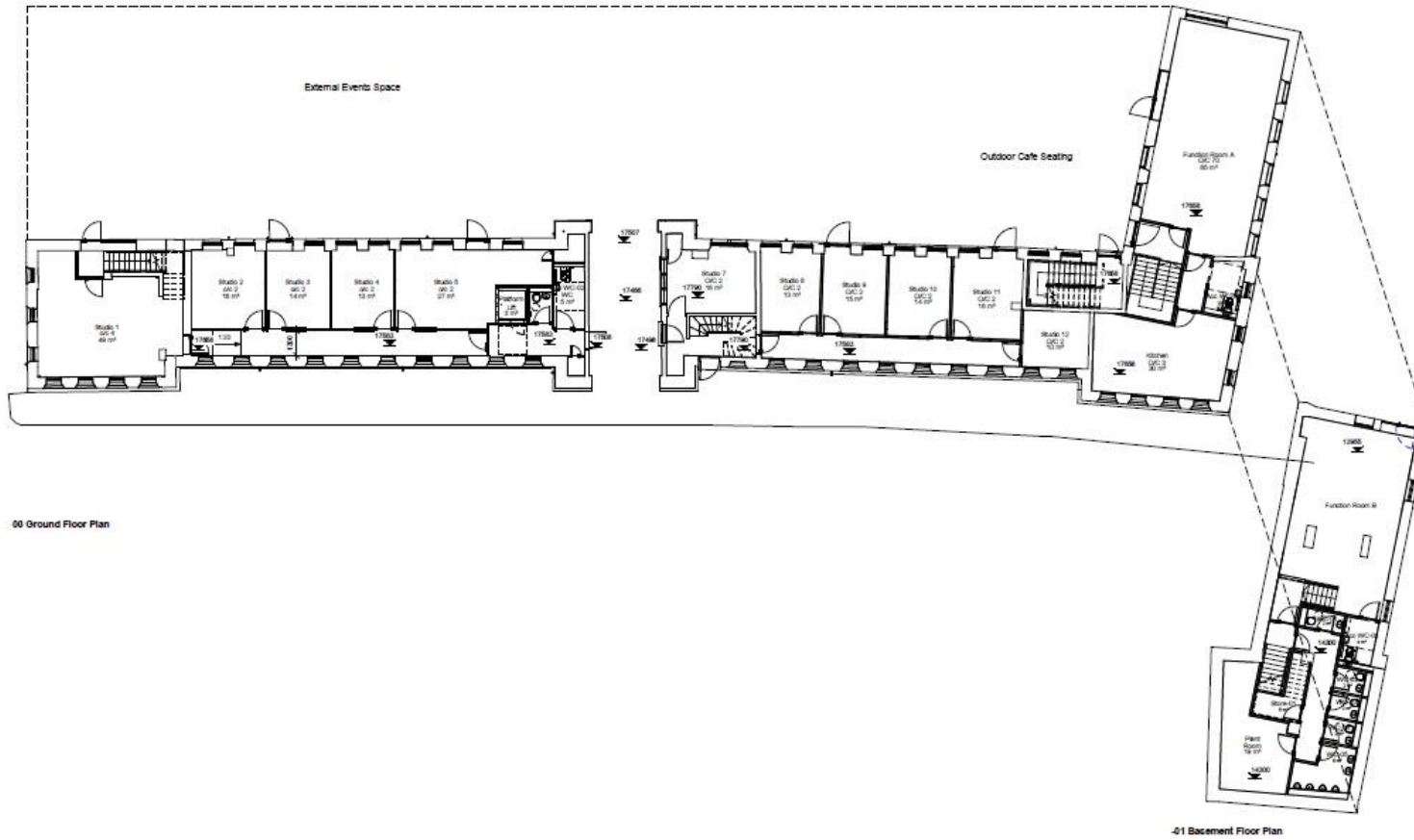
9.2 Appendix 2 – Powderhall Stables proposed floor plans

9.1 Appendix 1 – Powderhall Stables location plan

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9.2 Appendix 2 – Powderhall Stables proposed floor plans



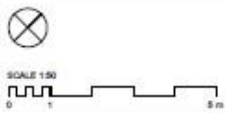
<p>Revisions</p> <table border="1"> <tr> <td>A</td> <td>Layout updated to reflect latest feedback</td> <td>20.11.18</td> <td>EF</td> </tr> <tr> <td>B</td> <td>Layout updated to include platform lift and second floor accommodation</td> <td>19.08.19</td> <td>CB</td> </tr> </table>	A	Layout updated to reflect latest feedback	20.11.18	EF	B	Layout updated to include platform lift and second floor accommodation	19.08.19	CB	<p>SCALE 1:50</p>	<p>INFORMATION</p> <p>DO NOT SCALE FROM DRAWING</p> <p>FOR INFORMATION ONLY: THIS DRAWING IS NOT TO BE USED FOR CONSTRUCTION. ALL DIMENSIONS SHALL BE TAKEN FROM THE FINISHED WORK.</p> <p>ALL DIMENSIONS SHALL BE TAKEN FROM THE FINISHED WORK UNLESS OTHERWISE SPECIFIED.</p> <p>ALL DIMENSIONS SHALL BE TAKEN FROM THE FINISHED WORK UNLESS OTHERWISE SPECIFIED.</p>	<p>PROJECT</p> <p>Collective Architecture</p> <p>Project: Powderhall Stables</p> <p>Drawn: Ground Floor Plan</p> <p>Date: April 2019</p> <p>Scale: 1:100 @ A1</p> <p>Client: CB</p> <p>Drawn: GA_21</p>	<p>COLLECTIVE ARCHITECTURE</p> <p>WEIGHT BUILT OR IN ALL CIRCUMSTANCES BY OUR TELEPHONE FACILITY WE DO NOT TAKE RESPONSIBILITY</p> <p>24 HOURS PLACE, RESURFACING AND MAINTENANCE</p> <p>TELEPHONE: +44 (0)1332 519203</p> <p>EMAIL: INFO@COLLECTIVEARCHITECTURE.CO.UK</p> <p>WWW.COLLECTIVEARCHITECTURE.CO.UK</p>
A	Layout updated to reflect latest feedback	20.11.18	EF									
B	Layout updated to include platform lift and second floor accommodation	19.08.19	CB									

CB - 00 - Project Powderhall Stables - Ground Floor Plan - 19.08.19 - 19.08.19 - 19.08.19



01 First Floor Plan

Revisions	Date	By
A. Layout updated to reflect client feedback	20.11.18	BP
B. Layout updated to include platform 01 and second floor accommodation	10.02.19	CR



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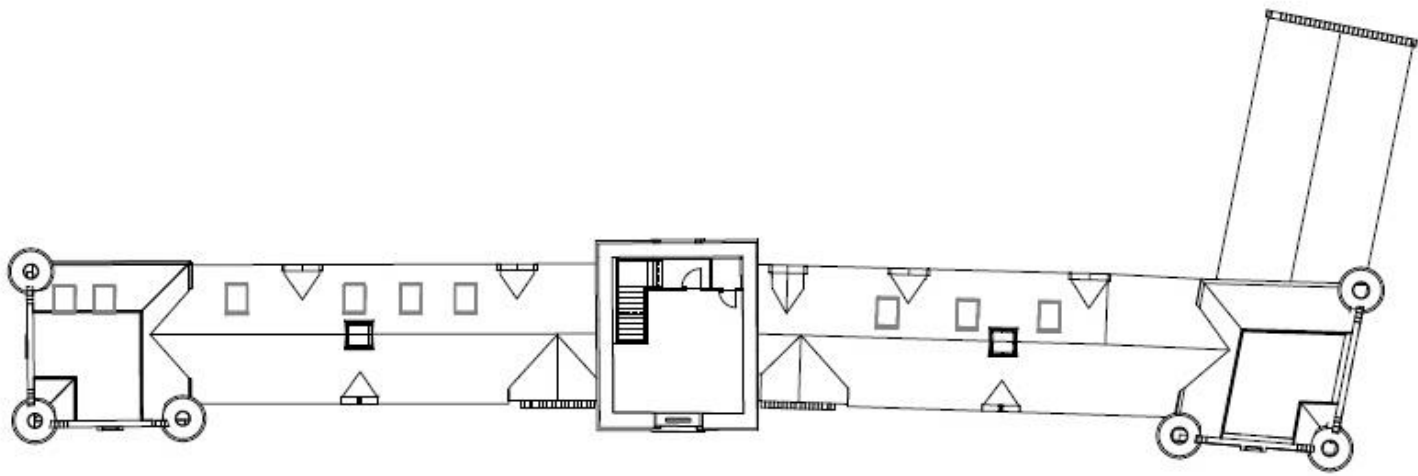
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02 Second Floor Plan

238: second floor plan / drawing: 2014-10-16 / scale: 1/50 / sheet: 02

 SCALE 1:50 	<p>INFORMATION</p> <p>name:</p> <p>client:</p> <p>location:</p> <p>area:</p> <p>year:</p>	firm:	<p>COLLECTIVE ARCHITECTURE</p> <p>1000 PLAZA, SUITE 1000, VANCOUVER, BC V6Z 1G9 TEL: (604) 681-1111 www.collectivearchitecture.ca</p>
		project:	
		date:	

Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Granton Waterfront – Leading the Way in Sustainable Development: Programme Delivery Plan

Executive/routine Wards Council Commitments	Executive Forth 1, 2, 4, 6, 10, 13, 15
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1. Recommendations

- 1.1 It is recommended that Policy and Sustainability Committee:
- 1.1.1 note progress with delivering the regeneration of Granton Waterfront;
 - 1.1.2 note the intention for Granton to become a leading example in sustainable development; supporting the transition to net zero carbon, creating an outstanding place and achieving inclusive growth; and
 - 1.1.3 note the Programme Delivery Plan (PDP) and agree that officers proceed to develop an Outline Business Case (OBC) for approval by Committee prior to development of detailed business cases.

Paul Lawrence

Executive Director of Place

Contact: Elaine Scott, Housing Services Manager

E-mail: elaine.scott@edinburgh.gov.uk | Tel: 0131 529 2277

Granton Waterfront – Leading the Way in Sustainable Development: Programme Delivery Plan

2. Executive Summary

- 2.1 The regeneration of Granton Waterfront creates a £1.3b development opportunity to deliver around 3,500 homes, new commercial and retail space, cultural and visitor attractions and an ambitious coastal park to link Granton Harbour to the greenbelt at Gypsy Brae. The vision for Granton has been developed in partnership with key stakeholders including public sector partners and the community.
- 2.2 This report outlines the key elements of the PDP which is centred around a Council led, infrastructure first approach to development, supporting the Scottish Government's ambition for Scotland to be a global leader in transitioning to net zero carbon, creating outstanding places and achieving inclusive economic growth.
- 2.3 The PDP has been informed by the extensive work undertaken to produce the Granton Waterfront Development Framework. This framework sets out the parameters for all development activity in Granton and is intended to guide investment and service delivery decision making. The Development Framework will be presented to the Planning Committee on 26 February 2020 for approval as non-statutory guidance.
- 2.4 It is anticipated that an 'infrastructure first' approach to the regeneration of Granton waterfront, at an estimated cost at £884m, will be funded from a range of public and private funding sources, including around £196m of Council capital funding to support delivery of affordable homes. The approach will be refined and developed through stage 2, to inform the OBC, with soft market testing carried out to assess market appetite for investment in Granton aligned to the delivery of strategic outcomes. Committee is asked to agree that officers proceed to develop an OBC for future Committee approval.
- 2.5 This initial investment will attract around £450m of additional public and private sector funding to create a mix of homes and commercial development, delivered through Registered Social Landlord (RSL) and private sector partners achieving an overall gross development value of around £1.3b on land within Council ownership.

3. Background

- 3.1 In [March 2018](#), the Housing and Economy Committee agreed the high-level objectives for the regeneration of Granton Waterfront including the intention to work collaboratively with the public-sector partners and the local community to develop a vision for Granton. This included agreement to undertake work to update masterplans and studies to support future development.
- 3.2 Later the same year the Council purchased the Forthquarter site with land in Granton Waterfront held formerly in Waterfront Edinburgh Limited (WEL/EDI) ownership officially transferred over to the Council. A multi-disciplinary team was appointed to prepare a Development Framework and a high level, delivery focused masterplan for Granton Waterfront.
- 3.3 On [2 October 2018](#), Corporate Policy and Strategy Committee agreed the membership, scope and remit of Edinburgh's Waterfront All Party Oversight Group (APOG).
- 3.4 On [1 November 2018](#), Housing and Economy Committee agreed that the Council would enter into a Memorandum of Understanding (MoU) with key public sector partners to ensure alignment of investment and delivery of regeneration outcomes. Committee were also asked to note progress with delivering the regeneration of Granton Waterfront, the intention to progress with feasibility stages to enable early action projects to be taken forward if viable, and governance arrangements in place for programme management.
- 3.5 On the [14 May 2019](#), Corporate Policy and Strategy Committee approved the Council's Sustainability Approach, which included Edinburgh working towards a net zero carbon target by 2030, with a hard target of 2037.
- 3.6 On [6 December 2019](#), Finance and Resources Committee approved the appointment of Arcadis to provide project management capacity and capability to support the delivery of Granton Waterfront.
- 3.7 On [14 May 2019](#), Corporate Policy and Strategy Committee received an update on Granton Waterfront Regeneration in response to a motion from the City of Edinburgh Council on 7 February 2019.
- 3.8 On the [20 January 2020](#), the Housing, Homelessness and Fair Work Committee noted the proposed £2.5b ten year HRA budget strategy to deliver new homes and invest in existing homes to meet housing need and support the delivery of net zero carbon by 2030.

4. Main report

Vision

- 4.1 The Scottish Government's Programme for Scotland 2019-2020 'Protecting Scotland's Future' sets out the actions to make Scotland the best place in the world to grow up, learn, work and live in. These actions set the ambition for Scotland to

be a global leader in transitioning to net zero carbon, creating outstanding places and achieving inclusive growth in the economy.

- 4.2 Edinburgh is one of Scotland's fastest growing cities with a population increase of 63,700 (14%) since 2005. Edinburgh's population is projected to increase by an additional 32,000 (6%) over the next ten years from 526,000 in 2020 to 558,000 in 2030.
- 4.3 The regeneration of Granton Waterfront provides an unmissable opportunity for Scotland's capital city to set the standard for sustainable growth, marking a stepped change in how development can influence how we go about our daily lives. Over the next 10-15 years, this area of the city will be transformed from a post-industrial brownfield site into vibrant new neighbourhoods where people live and travel and grow the economy in an inclusive and considerate way.
- 4.4 A thoughtful and comprehensive response to climate emergency and achieving net zero carbon has been developed through extensive consultation which will ensure that this transformation will create a new coastal neighbourhood with strong links to existing surrounding communities, the wider city and beyond.

Development Framework

- 4.5 The Development Framework, which will guide future development within Granton Waterfront, will be presented to Planning Committee for approval on 26 February 2020. This guidance sets out the ambition to transform this former industrial site into a new city quarter which will, with time, redefine Edinburgh into one of Europe's top Waterfront destinations to live, learn, work and visit.
- 4.6 The Development Framework will deliver on land in Council ownership:
 - 4.6.1 around 3,500 homes, of which a minimum of 35% will be net zero carbon;
 - 4.6.2 an ambitious new city park which will link Granton Harbour to the Greenbelt at Gypsy Brae, creating one of Europe's largest coastal parks;
 - 4.6.3 over 9,000 sqm of new commercial/retail space;
 - 4.6.4 a new school, healthcare facility;
 - 4.6.5 high-quality public realm on land; and
 - 4.6.6 preserving and bringing back to use historic structures and buildings to create a strong sense of ownership and place through preserving the rich history and heritage that this area provides.
- 4.7 In addition, one of the key public sector partners, the National Galleries of Scotland will provide a new facility 'The Art Works' where Scotland's globally important collection of art can be discovered and explored. The facility will be open to everyone and designed to hold and care for our nation's treasures. The National Museums of Scotland propose to create a new public visitor centre and invest in phased removal of the existing perimeter fence, replacing with sensitive boundary treatments utilising building elevations and soft landscaping where practicable. In addition, Edinburgh College have secured funding to develop the business case for

a new Construction Centre of Excellence which would provide an additional learning facility to the area with a focus on innovation and modern methods of construction.

- 4.8 Drawing on contemporary international best practice, the Development Framework will champion low carbon transport, active travel and sustainable development which will support the Council's recent commitment to achieve net zero carbon by 2030 and the emerging themes of the City Mobility Strategy and City Plan 2030.
- 4.9 Within the Framework, cultural hubs, business start up space, new jobs and high-quality homes are brought together to create a diverse and exciting place.
- 4.10 It is anticipated that the regeneration will create hundreds of new employment opportunities linked to growth of new services, business, leisure and creative industries while strengthening the existing retail and small business offer that the area affords. Long term training and employment opportunity will also be provided over the next 10 – 15 years in design development and construction connected to offsite manufacturing and other innovative means of delivering new homes, services and other key infrastructure, bringing long term economic benefits to Granton, the surrounding neighbourhoods and the city.
- 4.11 The key principles within the Development Framework clearly define this step change and help reinforce the need to be ambitious and innovative in every aspect of this programme, the key principles are presented in appendix 1 of this report.

Programme Delivery Plan

- 4.12 The PDP has been developed to support delivery of the Development Framework which will be presented to Planning Committee for approval on 26 February 2020. The PDP is contained within appendix 2 of this report.
- 4.13 The programme has been broken down into four key stages to allow for management of key deliverables and required approvals within the desired timeframes:
 - 4.13.1 **Stage 1:** Programme Delivery Plan: April 2019 – January 2020 (complete).
 - 4.13.2 **Stage 2:** Outline Business Case: Spring 2020 – Spring 2021.
 - 4.13.3 **Stage 3:** Final Business Case(s): Summer 2021 – Summer 2022.
 - 4.13.4 **Stage 4:** Procurement and on-site delivery: 2022/23 – end of project, anticipated 2037.
- 4.14 A Construction Phasing Programme has been used to inform outline financial modelling and cashflows which are summarised in the Financial Impact section of this report. The key assumptions which have been included within the financial modelling are outlined within the PDP with the key aspects set out below:
 - 4.14.1 the Council will take an infrastructure first approach on all land within it's ownership. This means that the Council will appoint contractors to carry out remediation works and install infrastructure to enable plots to be developed by the Council or third parties. This approach will be reviewed and further refined at OBC stage;

- 4.14.2 35% of homes will be for affordable rent, achieve net zero carbon and be delivered by the Council or affordable housing partners;
 - 4.14.3 costs associated with proposals on sites delivering the National Galleries of Scotland, National Museums of Scotland and Edinburgh College are not included within the costs;
 - 4.14.4 development and infrastructure costs associated with any future tramline servicing the area are not included; and
 - 4.14.5 optimism bias has been included in line with HM Treasury Green Book guidance and 10% contingency included within project costs.
- 4.15 The development will achieve net zero carbon across all aspects of the programme, and this will be developed in detail during the next stage of the programme and form part of the OBC.

Infrastructure First Approach

- 4.16 The Council owns around 120 acres of developable land within the Granton Waterfront area, creating a unique opportunity for the Council to take an infrastructure first approach and work in collaboration with key partners and the community to deliver exemplar regeneration. Infrastructure provides the essential services required to enable a range of activities and land uses, implement sustainable development and address global challenges including climate change whilst creating linkages to enhance socio-economic activity at a city and regional level.
- 4.17 Previous failed attempts to develop Granton highlight the importance of a strategic approach to the funding and delivery of major infrastructure. A Council led, infrastructure first approach will enable the Council to accelerate development aligned with the key principles of the development framework, supporting delivery of key Scottish Government and Council commitments in relation to transition to net zero carbon, place making and inclusive Growth.
- 4.18 The benefits of the Council taking an infrastructure first approach are outlined below:
- 4.18.1 additional controls afforded by this role will ensure a quality driven approach to the design, delivery and management of services and infrastructure, creating a 'place' which aligns with the vision, principles and character areas set out in the Development Framework; and
 - 4.18.2 opportunity to take an innovative approach to design, funding and procurement which will aid the acceleration of construction and ensure value for money. This will include engaging small to medium housebuilders and developers who are aligned to the vision and key principles set out in the development framework and Council and Scottish Government priorities.
- 4.19 Total capital expenditure of £884m has been identified through financial modelling to enable an 'infrastructure first' approach, £196m of this will be delivered through

Council capital financing, predominantly through the HRA. This expenditure includes optimism bias in line with the Treasury's Green Book, 10% contingency and all professional fees and client costs. Further detail on capital expenditure and associated funding strategy is outlined in this report.

- 4.20 An Infrastructure first approach at this stage assumes that the Council undertake all enabling and infrastructure works. Enabling works will primarily consist of decontamination, retaining structures and further land assembly where required. Infrastructure works will include enhanced connectivity, creating new routes which prioritise active travel north/south and east/west through the site, high quality public realm, new city park, new school and around 35% of the homes.
- 4.21 This 'infrastructure first' place-based approach to regeneration has been successfully implemented in Glasgow's Sighthill and Dundee Waterfront where spatial planning was successfully used to adopt an integrated approach to infrastructure, co-ordination and delivery, unlocking inclusive sustainable economic growth whilst addressed environmental challenges on otherwise sterile brownfield land.
- 4.22 This approach at Granton waterfront will provide essential infrastructure including homes and services alongside platforms on which future development can take place by other public and private developers. This initial investment will attract around £450m of additional public and private sector funding to deliver the remaining 65% of homes and associated commercial delivered through RSL and private sector partners to achieve an overall gross development value of around £1.3b on land in Council ownership.
- 4.23 Over the next 12-18 months, during the development of the OBC, further work on technical studies and a programme of soft market testing designed to assess the markets' capabilities of meeting the ambition of the project, will be undertaken which will help validate assumptions and provide risk assurance. This will inform the most effective and efficient route to delivery through funding packages aligned to programme and key local and national priorities.

Connectivity

- 4.24 The Granton Waterfront Framework supports the Council's City Mobility Strategy by designing in a vast network of new routes which promote walking and cycling over car use. Car parking has been reduced to maximum 25% or less and there is a commitment to improve connectivity in the first instance by enhanced bus services with a view to looking at higher capacity public transport options in stage 2 of the OBC.
- 4.25 The Council recently commissioned the Edinburgh Strategic Sustainable Transport Study (ESSTS). This study considered the case for the development of transit across ten key corridors and concluded that there are four corridors for which high capacity public transport should be considered further, including Granton.
- 4.26 Building on the ESSTS and recent publication of the City Mobility Strategy, a transport options appraisal is required during stage 2 to explore the options available to enhance connectivity between Granton Waterfront and the City Centre

to support the regeneration and enhance the attraction of Granton as a place to live, work and visit.

- 4.27 This appraisal will examine in more detail the feasibility of a high capacity public transport route to Granton, which will include consideration of a tram line. A high-level Scottish Transport Assessment Guide (STAG) based assessment, building on ESSTS (and with reference to previous STAG work on the corridor where appropriate) will help identify a preferred mode and route choice across both southern and northern sections.
- 4.28 Details of any future appraisal are currently being developed, however, it is likely this will address possible alignments; technical feasibility; programme; deliverability; environmental impacts; passenger demand; costs; and economic benefits. Phasing of any high capacity public transport will also need to be considered as will the wider impacts on the public transport network. Throughout the appraisal process, engagement will take place with all key stakeholders.

Progress

- 4.29 The Council are currently working with, and supporting, the community on land and buildings within Granton Waterfront which includes Friends of Granton Castle Walled Garden and Granton:Hub in Madelvic House. Both of these projects are aimed at supporting community enterprise and improved health and wellbeing.
- 4.30 The Council have also granted a lease to Edinburgh Wake Ltd on the quarry pond for leisure use as a wake boarding park. It is anticipated the site will be operational in spring/summer 2020.
- 4.31 The Council have appointed a contractor through the SCAPE framework to take forward the restoration of the Granton Station building which will bring this building back into the community. Works will commence in Spring 2020 to create a new enterprise hub, with completion in early 2021.
- 4.32 On [28 January 2020](#), the Culture and Communities Committee agreed to contribute £100,000 towards the lighting of the Granton gas holder and a launch event as part of their report on Festivals and Events Core Programme 2020/21. This funding is subject to further project feasibility and additional funding of around £50,000. Works are currently ongoing to establish overall feasibility and secure all required funding to light up the structure on Edinburgh's skyline, signifying the rich heritage and future ambition of the area.
- 4.33 Meanwhile uses for temporarily empty buildings or land provides an opportunity to generate activity and vibrance in the area while the final vision is realised. The implementation of meanwhile uses can benefit the local community by providing affordable space that can help incubate innovative enterprise and empower people to take ideas forward while longer term projects come to realisation.
- 4.34 Through consultation with local groups and business a series of possible meanwhile uses have been identified, including:
- 4.34.1 Urban Wind Turbine pilot;

- 4.34.2 Beach Box Granton - Shipping containers to be sited on the shoreline to provide affordable space for cafes or leisure;
 - 4.34.3 The Platform - Market and events at the station building, platform and surrounding open space;
 - 4.34.4 lighting of the gas holder;
 - 4.34.5 adventure playground - outdoor learning space for children in collaboration with Edinburgh College;
 - 4.34.6 hoarding exhibitions - animate the hoardings while showcasing work of partners and local people or organisations; and
 - 4.34.7 Forthside Festival - utilise the open space at Gypsy Brae for a range of outdoor activities set against the backdrop of coastal views.
- 4.35 These will be further scoped out and taken forward where possible as part of stage 2 activities.

Culture and Learning and Work Strategies

- 4.36 Culture and Learning and Work strategies have been produced to create and strengthen an integrated place-based approach:
- 4.36.1 a Learning and Work strategy has been produced by Scottish Futures Trust (SFT) in partnership with City of Edinburgh Council, National Galleries of Scotland, National Museums of Scotland and Edinburgh College to create a strong inclusive environment for learning, skills development and more and better work;
 - 4.36.2 a Culture Strategy has been produced in response to the ambition to deliver culture led regeneration at Granton Waterfront. It has been developed by SFT in partnership with City of Edinburgh Council's housing, culture and lifelong learning teams and in consultation with North Edinburgh Arts, Creative Scotland and Creative Carbon Scotland; and
 - 4.36.3 the objectives and next steps for both strategies are outlined within the PDP.

Homes under Development

- 4.37 Over 700 homes have either recently been completed or are under development within Granton Waterfront by our RSL partners, Port of Leith Housing Association (PoLHA), Link and Places for People through the Affordable Housing Supply programme.
- 4.38 The Council have recently appointed CCG under our House Building Framework (lot 2), to design, manufacture and build around 400 mixed tenure homes at Western Villages which is part of the Forthquarter site in Granton Waterfront. It is anticipated that the construction of these new homes will commence in Spring 2021 setting the standard for the wider site in line with the vision and key principles and our transition to net zero carbon.

Governance and Work Streams

- 4.39 On [6 December 2019](#), Finance and Resource Committee approved the appointment of Arcadis Consultants to provide project management capability and capacity to help the Council's in-house project team deliver stage 2, OBC for the Granton Waterfront Programme.
- 4.40 The governance structure and project workstreams to deliver this stage are set out in appendix 3.
- 4.41 A Granton programme team is now in the process of being assembled. For posts yet to be filled within the structure, interim arrangements have been put in place while recruitment is undertaken, this will allow a full team to operate from Spring/ Summer 2020.
- 4.42 A number of workstreams have been identified relating to the OBC development: Development and Regeneration, Enabling and Infrastructure, Transport, and Culture, Learning and Work. Roles and responsibilities within these workstreams have been further outlined in section 5.1.3 in the attached PDP.
- 4.43 Project costs of around £2m have been identified to complete stage 2 of the programme which will include assembling the team, assessment of a high capacity public transport route and further technical studies to inform the OBC. This will be funded through a combination of HRA and City Strategic Investment Fund (CSIF) funds (as reported in the CSIF Strategic Programme report on this agenda, the allocation of funding is £604,658).
- 4.44 On completion of stage 2 of this delivery plan, a report will be presented to a future Policy and Sustainability committee for approval to proceed to stage 3 and development of the final business case(s).

Funding Strategy

- 4.45 The Scottish Government has committed through City Region Deal to work with local authorities in Edinburgh and South East Scotland to share development risk to support the delivery of seven strategic sites of which Granton forms one as part of Edinburgh's Waterfront. Work has begun with Scottish Government and SFT to identify potential funding aligned to key strategic outcomes at a local and national level. A working group will be established with Scottish Government and SFT to progress this work. It is anticipated that this will involve engagement with the Scottish National Investment Bank and other agencies with a remit to support inclusive growth and green infrastructure.
- 4.46 In December, the Council working in partnership with Off Site Scotland (a consortium of offsite construction companies, Scottish Government, SFT, Construction Scotland Innovation Centre (CSIC) and Edinburgh Napier University submitted a bid to the UK Government Industrial Strategy Challenge Fund to support a Housing Demonstrator Project. The funding bid was not successful, however the partners are committed to taking the project forward and are currently exploring alternative approaches to funding.
- 4.47 The Demonstrator aims to develop a new, innovative, collaborative business model to support the use of offsite construction methods to deliver high quality new homes

with a focus on net zero carbon and whole life performance. The ambition is to demonstrate time, cost, quality improvements through:

4.47.1 a new approach to collaborative procurement and delivery;

4.47.2 standardised house types and whole life performance standards; and

4.47.3 risk and benefits sharing between partners.

- 4.48 This project aligns closely with the two strategic aims of the Regional Housing Programme to deliver a step change in innovation and inclusive growth in the housing and construction sectors; and deliver a step change in the supply of new homes across the South East of Scotland. The model will be developed and piloted on a 1,000 homes pipeline across the city region. The ambition is that the model will deliver a blueprint for UK wide public sector procurement of affordable housing.
- 4.49 A Granton prospectus has been commissioned to provide information for potential public and private sector investors, community partners and stakeholders on the Granton development opportunity.

Risk

- 4.50 Key risks and mitigating action in relation to the delivery programme are outlined within appendix 4 and include upfront funding of infrastructure, escalating construction costs, programme overruns and connectivity.
- 4.51 Committee is asked to note progress and agree that officers proceed to develop an OBC for Granton regeneration.

5. Next Steps

- 5.1 The regeneration of Granton will look to bring innovation into every aspect of the programme from design to delivery which will be captured in both the approach to funding and procurement.
- 5.2 A robust collaborative approach between national and local government, public sector institutions and the local communities will ensure Granton Waterfront as Scotland's most aspirational project, integrating complex specialist skills, policy sectors, projects and actions, in a manner that will set new standards and norms and help position Scotland and Edinburgh amongst the best of contemporary European neighbourhoods. The next steps are as follows:
- 5.2.1 undertake projects identified within workstreams as outlined within section 5.1.3 of the PDP to produce an OBC for Granton over the next 12-18 months. This will deliver on the community and stakeholders vision and ambition for Granton and the wider area and align with Scottish Government's actions and Council commitments;
- 5.2.2 as part of the OBC, develop further in partnership with the Scottish Government and SFT, innovation in design, construction, funding and procurement to reduce capital costs and deliver long term savings. This will

include the opportunity to explore off site manufacturing and the benefits that this could bring; and

- 5.2.3 work collaboratively with the community, partners and private sector to deliver a programme of meanwhile uses over the next 12-36 months. This will be aimed at empowering local people, creating affordable work and creative space and building on the vision, key principles and character areas within the Development Framework.

6 Financial impact

- 6.1 As part of stage 1, developing the PDP, the Council has developed a financial model to assess programme cashflows, based on the development framework and a range of assumptions which include the Council taking forward the Programme delivery through an 'infrastructure first' approach and achieving net zero carbon by 2030.
- 6.2 The financial model assumes an overall investment of £884m. Funding totalling £196m is projected, comprising council investment through HRA capital funding, capital investment supported by Edinburgh Living, Section 75 developer contributions and capital receipts from residual land values. At present, this demonstrates that there is an overall net capital funding requirement of £688m. In addition, a revenue funding requirement of £12m exists in relation to industrial unit site acquisition.
- 6.3 Based on the current phasing strategy, approximately 70% of the funding would be required between 2020 and 2026 with the majority of the expenditure relating to infrastructure and decontamination. This is in line with the 'infrastructure first' approach.
- 6.4 It is unlikely that the net capital funding requirement can be contained within the Council's capital programme. For illustrative purposes, if the Council were to borrow for the net capital funding requirement, the annual revenue debt servicing costs would be an approximate average of £24m over a 45 year period.
- 6.5 It is therefore essential that the Funding and Procurement Strategy, in the next stage of the programme development, investigates a range of funding sources prior to finalising the OBC. These will include:
- 6.5.1 grant funding from Scottish Government and other third party providers, this will include the Scottish Government's commitment through City Region Deal to work with Local Authorities to share risk on the seven strategic sites of which Granton forms one as part of Edinburgh's Waterfront;
- 6.5.2 discussion with possible private sector investment partners to investigate optimum public/private models; and
- 6.5.3 further consideration of financial viability to HRA and Edinburgh Living.

- 6.6 Discussions have already commenced with the Scottish Government and Scottish Futures Trust around a high-level funding strategy examining the potential for elements of the development to be supported by external funders and also where the Council can risk share with other public and private sector partners.
- 6.7 There are a number of opportunities to reduce the funding requirement that will need be investigated, as part of the procurement and funding strategy. These will be undertaken in stage 2 and will include:
- 6.7.1 establishing outcomes and impacts that will be delivered by the development at Granton Waterfront across a wider range of metrics;
 - 6.7.2 examining detailed funding requirements for individual packages of infrastructure phase by phase;
 - 6.7.3 exploring means of reducing capital costs including:
 - exploring alternative decontamination strategies that are more cost effective;
 - reducing build costs while improving quality, reducing defects and deliver long term savings in management and maintenance;
 - reviewing extent of site servicing;
 - exploring wide range of funding streams with potential partners;
 - liaising with Scottish Government regarding potential for support to enable delivery. It will also be essential that the costs associated with the National Museums of Scotland and National Galleries of Scotland sites are included in any discussions with Scottish Government to ensure a joined-up approach; and
 - identifying commercial opportunities, particularly in relation to the gas holder.
- 6.8 The technical studies and additional work set out above are expected to create cost certainty enabling a reduction in the optimism bias assumption in line with Treasury's Green Book guidance.
- 6.9 Project costs of around £2m have been identified to take forward stage 2 of the programme which will include assembling the team, assessment of a high capacity public transport route and further technical studies to inform the OBC. This will be funded through a combination of HRA and CSIF funding.
- 6.10 The Granton funding strategy represents an element of front funding from the HRA. The aim of the Funding and Procurement Strategy, to be developed as part of finalising the OBC, is to consider funding solutions to allow the HRA to recover this over the period of the approved project.

7. Stakeholder/Community Impact

- 7.1 A programme of engagement has been integrated in to the creation of the development framework with information shared and views gathered in person at events, online via the consultation hub and in information stations hosted in key locations around the area. The views gathered have shaped the various stages of the framework development.
- 7.2 A community drop in will be held on 20 February 2020 with an Exhibition to run for two weeks following this to 5 March 2020 in Edinburgh College on West Granton Road to highlight the resulting Development Framework, how this has been shaped through consultation and the intention to present this to Planning Committee on 26 February 2020.
- 7.3 The regeneration of Granton Waterfront will provide a new primary school, healthcare facility, new homes, high quality public realm and commercial opportunities. Alongside the physical benefits of the new built environment, a Culture Strategy and Learning and Work Strategy has been developed to promote lifelong opportunity.
- 7.4 The framework will also provide a design code to protect against uncoordinated future development and set out a sustainable approach in line with Council policy and priorities. Expertise in carbon impact, adaptation to climate change and sustainable development, have been commissioned as part of the development framework to mitigate any adverse impacts of future regeneration. This will take full cognisance of the Council's commitment and future reporting on the transition to net zero carbon by 2030.

8 Background reading/external references

- 8.1 Granton Waterfront Development Framework, February 2020. Link required

9 Appendices

- 9.1 Appendix 1 – Development Framework Key Principles
- 9.2 Appendix 2 – Programme Delivery Plan (PDP)
- 9.3 Appendix 3 – Programme Governance and Workstreams
- 9.4 Appendix 4 – Key Project Risks

GRANTON PRINCIPLES



COASTAL

Celebrating the Firth of Forth's unique shoreline to be inclusive, climate resilient and biodiverse. Enhancing and expanding spaces to provide open access to natural and urban coastal activities for the neighbourhood, community and city.



RE-CONNECTED

Linking new and existing neighbourhoods not only with each other but with surrounding areas, Granton Harbour and the city – both physically and socially. Ensure regeneration benefits surrounding neighbourhoods and prioritise low carbon travel.



LIVING

Inhabiting pleasant streets and pen spaces which incorporate nature to improve well-being for all in the community and enhance biodiversity.



URBAN

A vibrant urban environment, with space for living in a 21st Century urban condition, providing an intelligent mix of housing, working, education and dynamic civic and cultural destinations.



ROBUST + FLEXIBLE

Creating a robust framework, with space for future flexibility to create fresh and diverse opportunities for health, energy, production, work, and learning that stand the test of time.



ROOTED

Reinvigorating existing heritage assets and working in partnership with local community organisations and residents to further strengthen Granton's identity, physical environment and character.



RESPONSIBLE

Developing a self-sustaining neighbourhood within the wider city of Edinburgh with a circular economy addressing the climate emergency, work, enterprise, learning, health, energy and social mobility.

February 2020

Programme Delivery Plan

FINAL

Granton Waterfront Programme
City of Edinburgh Council

making the **difference**

**Turner & Townsend Project Management
Limited**
Atria One
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EH3 8EX

**EDINBURGH**
THE CITY OF EDINBURGH COUNCIL

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1 Introduction

1.1 Purpose of the Programme Delivery Plan

This Programme Delivery Plan (PDP) is a core approved document. The plan provides:

- A description and brief history of the Granton Waterfront Programme and a summary of the Development Framework for the area;
- A proposed outline phasing strategy for delivery over a 15 year horizon;
- All costs and revenues associated with the Programme and cashflows in line with the proposed outline phasing strategy;
- A recommended methodology for Programme Management for the next stage of Programme delivery (Stage 2) in relation to:
 - Governance and organisation;
 - Baseline master schedule and management protocols;
 - Cost management protocols;
 - Risk management;
 - Change management;
 - Stakeholder & communications management;
 - Safety, Health, Environment & Quality;
 - Design development and management; and
 - Document control & information management.
- Next steps to be carried out during Stage 2 in relation to:
 - Implementing the Programme Management measures set out in this PDP;
 - Programme resourcing for Stage 2;
 - Preparation of an Outline Business Case (OBC); and
 - Specific tasks in line with the workstream structure set out herein

The aim of the PDP is to ensure successful delivery of the Programme in line with the objectives of the Council.

1.2 Programme Description

1.2.1 Granton Waterfront Site

The site for the Granton Waterfront Programme covers an area of circa 140 hectares from West Granton Road to the Firth of Forth, and extending between east of Marine Drive and up to and including Granton Harbour.

The Council are taking the lead in the regeneration and will ensure a place making approach is widely adopted and delivered as part of the Granton Waterfront Development Framework. This will create an inclusive and sustainable approach to development, and accelerate delivery of over 3,000 new homes, a school, medical centre, commercial/retail units, services, creative and business space and enhanced public realm to provide a vibrant, well connected new city quarter. The vision is for Granton Waterfront to become one of the best places in Scotland to live, learn, work and visit over the next 10 - 15 years.

1.2.2 Key Drivers & Benefits

The Scottish Government's Programme for Scotland 2019 - 20 'Protecting Scotland's future' sets out the progressive actions to make Scotland the best place in the world to grow up, learn, work and live in. These actions set the ambition for Scotland to be a global leader in transitioning to net zero carbon, creating outstanding places and achieving inclusive growth in the economy.

Edinburgh is one of Scotland's fastest growing cities with a population increase of 63,700 (14%) since 2005. Edinburgh's population is projected to increase by an additional 32,000 (6%) over the next 10 years from 526,000 in 2020 to 558,000 in 2030.

The regeneration of Granton Waterfront provides an unmissable opportunity for Scotland's capital city to set the standard for sustainable growth, marking a stepped change in how development can influence how we go about our daily lives. Over the next 10 - 15 years, this area of the city will be transformed from a post-industrial brownfield site into a vibrant new coastal town where people live, travel and grow the economy in an inclusive and considerate way.

A thoughtful and comprehensive response to Climate Emergency and achieving net zero carbon has been developed through extensive consultation which will ensure that this transformation will create a new vibrant coastal town with strong links to existing surrounding communities, the wider city and beyond.

The regeneration of Granton Waterfront aligns with the emerging themes of the 2050 City Vision to create a truly sustainable community. Upfront investment in infrastructure will unlock the Granton Waterfront for development and provide long term benefits, while taking important steps towards achieving the ambitions set out in the 2050 Edinburgh City Vision. Long term benefits to the city in relation to employment, social inclusion and economic regeneration can be summarised as follows:

- 1. Brings brownfield site back into use** – Decontamination of former industrial land for sustainable development.
- 2. Socially inclusive** – Reduce inequality in an area that currently suffers from high levels of deprivation, building low cost and affordable homes, high quality green space, access to local amenities such as schools, shops and leisure uses, and providing space for work and creative industries that are supported by a Learning & Work strategy and Cultural Strategy.
- 3. Supports employment growth** –. Regeneration will create hundreds of new employment opportunities over the 10-15 year construction period and in the longer term linked to the growth of new services and the development of new workspace. The use of offsite manufacturing across the site will drive the development of new skills in the regional construction sector and the implementation of a place based learning strategy will ensure that local skills and learning opportunities match skills requirements across the city region.
- 4. Promotes enterprise and entrepreneurship** – Creates opportunities for small businesses in growing sectors, delivering support and efficiency through co-location in key buildings.
- 5. Improves connection of the waterfront to the city and sustainable transport** – Prioritises pedestrian and cycle movement and creates faster and more efficient, integrated public transport, which improves visibility and provides safer links to the city.
- 6. Delivery of high quality public realm** – Adopts a place-making approach attractive to residents and visitors. The Development Framework sets out guidance on key spaces and

interfaces alongside design guidance for approach, quality and materials to ensure that an exemplar public realm is created.

- 7. Attracts inward investment to support the local economy** – Investment in infrastructure creates capacity for growth and reconnect the city with its waterfront.

1.3 Programme History

The Granton Waterfront site is currently characterised by piecemeal development and a slow build out rate following the 2008 financial crisis. It suffers from high infrastructure and enabling costs, poor connectivity and, due to intermittent development, a lack of place-making.

Since early 2000, Granton Waterfront has been identified as a national, regional and local priority for regeneration. There have been a variety of masterplans put forward to promote redevelopment and regeneration of the area, but to date, there has been little progress in realising or implementing these plans.

The Council acquired the former gas works site at the Granton Waterfront in March 2018 and also land previously held by Waterfront Edinburgh Ltd (WEL) making them the majority landholder in a priority regeneration area for Edinburgh. The assembled site presents a unique opportunity to transform an area of the city which currently suffers from high levels of deprivation and inequality into a vibrant and sustainable new quarter, re-connecting the city with its waterfront.

1.3.1 Granton Waterfront Development Framework

Collective Architecture were appointed in September 2018 to produce the Development Framework which is structured around five key aims:-

- Delivery of over 3000 low cost and affordable homes, primary school, co-located healthcare facility, retail, culture, business space, high quality public realm, green space and other services through strong partnership working focusing on land owned by Council for Regeneration of Waterfront;
- Retaining and nurturing where possible, the rich history and heritage while attracting investment in culture and arts to maximise existing assets and create a destination that is in line with Granton Visions and Goals and the Edinburgh Local Development Plan;
- Take account of unique characteristics of the area and re-connecting the City with its waterfront;
- Enhancing leisure and green spaces from Granton Harbour to Lauriston Castle integrating with the surrounding areas of Granton, Pilton, Royston and Pennywell/Muirhouse; and
- Creating sustainable economic growth through the creation of education and employment opportunities and investment in SMEs.

In addition, Aecom were appointed to advise on transport, flood defence and SUDS; Arup on geotechnical, utilities and energy; LUC on ecology and landscape; Gardiner & Theobald on cost planning; Cushman & Wakefield as commercial advisor; and Turner & Townsend/Anturas as programme management advisors.

The Development Framework has a primary focus on placemaking; with a strong emphasis on working with key public sector partners, which include National Galleries Scotland, National Museums Scotland, Edinburgh College, Scottish Government and Scottish Future Trust to maximise benefit and growth.

A three stage community consultation was undertaken with three events being held in November 2018, January 2019 and March 2019. The information gathered from the consultation process fed into the Development Framework. During consultation, key themes emerged which link strongly with the SGs priorities of achieving net zero carbon, inclusive grown and outstanding places and are embedded into the framework through the key development principles.

In parallel with the preparation of the Development Framework, a Culture Delivery Strategy and Learning & Work Strategy have been prepared to inform work to be undertaken during Stage 2. Any next steps associated with these are included within Section 6.

2 Summary of Development Framework

A Development Framework has been created to outline the vision, high level strategies and design principles and is intended to guide the future development of Granton Waterfront. It was commissioned by the City of Edinburgh Council in October 2018 and is due to be submitted to the Planning Committee in the first quarter of 2020. Following approval, the Development Framework will act as non-statutory planning guidance and, as such, will inform future planning applications within the area and ensure the principles of development are embedded throughout.

The Development Framework has been developed through a collaborative, design-led approach involving local communities, stakeholders and partners. This process has ensured that place-making and creating an area that reflects the needs of local communities and the wider city are at the heart of the framework. Within the framework boundary there are a number of sites which have already been developed or which have planning status on them from various parties. The Development Framework has been developed in collaboration with key partners and the existing communities to ensure it addresses a broad range of needs.

2.1 Vision & Outcomes

In order to support the production of the Development Framework the Council and its partners identified a number of principles based on the vision and outcomes for the regeneration of Granton. These include:

Vision

- Granton Waterfront will be one of the best places to live and visit in Edinburgh. It will be safe, well connected and there will be all types of homes, commercial and community facilities;
- It will both face the Forth, but also connect to existing neighbouring communities. Granton will make the most of its waterfront location, its green spaces, and its potential for reuse of existing sites and buildings;
- Granton's unique natural and historic assets will be cherished where possible, so that local identity will be sustained;
- Culture, businesses and the creative industries will have a key role in Granton's social and economic life;
- Many people will come to live at the waterfront for the first time. Many people who have been disconnected from the waterfront will be able to rediscover it. There will be a unique blend of the old and the new; and
- Everyone will find Granton accessible and welcoming.

Outcomes

A place where:

- People live prosperous, inclusive and healthy lives through access to diverse employment and education opportunities, a wide range and tenure of homes, schools and health services;
- People feel safe and well connected to both the waterfront and the wider city through well designed spaces and sustainable transport choice;
- Innovation is nurtured through affordable commercial and creative space to encourage growth industries and business start-ups;
- People can access culture, leisure and learning opportunity through a programme of co-ordinated activity, buildings and green spaces;
- Design and construction nurtures a resilient low carbon and resource efficient community.

These have been further developed through the consultation process and production of the development framework and will be reviewed and updated during stage 2.

2.2 Development Framework Principles

A series of guiding 'Granton Principles' are defined within the Development Framework to ensure the development of Granton as a unique coastal community. These principles have been developed to be flexible enough to allow for future uncertainty, but robust enough to maintain an overall vision for the area. The vision and principles describe the kind of place Granton Waterfront will be, and the Development Framework describes how this will be achieved.

The Development Framework principles for Granton Waterfront are as follows:

1. Coastal

Celebrating the First of Forth's unique shoreline to be inclusive, climate resilient and biodiverse. Enhancing and expanding spaces to provide open access to natural and urban coastal activities for the neighbourhood, community and city.

2. Re-connected

Linking new and existing neighbourhoods not only with each other but with surrounding areas, Granton Harbour and the City – both physically and socially. Ensure regeneration benefits surrounding neighbourhoods and prioritise low carbon travel.

3. Robust & Flexible

Creating a robust framework, with space for future flexibility to create fresh and diverse opportunities for health, energy, production, work and learning that stands the test of time.

4. Living

Inhabiting pleasant streets and open spaces which incorporate nature to improve well-being for all in the community and enhance biodiversity.

5. Urban

A vibrant urban environment, with space for living in a 21st Century urban condition, providing an intelligent mix of housing, working, education and dynamic civic and cultural destinations.

6. Rooted

Reinvigorating existing heritage assets and working in partnership with local community organisations and residents to further strengthen Granton's identity, physical environment and character.

7. Responsible

Developing a self-sustaining neighbourhood within the wider City of Edinburgh with a circular economy addressing the climate emergency work, enterprise, learning, health, energy and social mobility.

2.3 Strategic Context

The regeneration of Granton Waterfront will support the delivery of a Scottish Government and Council' strategies. In particular, it will support the delivery of:

2.3.1 Scotland's Economic Strategy

Scotland's Economic Strategy reiterates the Scottish Government's central purpose as being to create a more successful Scotland by increasing sustainable economic growth, creating opportunities for all of Scotland to flourish. The Strategy identifies four priorities for economy growth:

- Investing in our people and our infrastructure in a sustainable way;
- Fostering a culture of innovation and research and development;
- Promoting inclusive growth and creating opportunity through a fair and inclusive jobs market and regional cohesion; and
- Promoting Scotland on the international stage to boost our trade and investment, influence and networks.

It is envisaged that the Granton Waterfront regeneration will make a contribution to each of these four priorities as set out below:

1. The regeneration will deliver over £1 billion of investment in Granton Waterfront, delivering thousands of new homes along with new commercial space, a new primary school, new cultural facilities, and new greenspace, underpinned by new transport, data, and utilities infrastructure. A focus on strategic placemaking, low carbon design, and whole lifecycle costing will ensure these investments deliver long-term value.
2. The regeneration will deliver a new culture and innovation zone anchored by Edinburgh College; the National Museums and National Galleries collections facilities; and businesses such as the Scottish Gas headquarters. New business formation will be stimulated building upon existing strengths such as boutique food production and the performing arts and areas of opportunity such as tourism and the marine economy.
3. Inclusive growth will be promoted by systematically addressing barriers to participation in the labour market and facilitating the creation of high quality new jobs.
4. Scotland's international profile will be enhanced by assembling and bringing to market investment propositions of global scale and developing Granton Waterfront as a visitor destination with world-class attractions.

There is also an ambition, as set out within the city's Economic Strategy, to create a world class waterfront development. The Strategic Partners Board comprising the City of Edinburgh Council, the Scottish Government, Edinburgh College, the National Galleries of Scotland, National Museums Scotland and Scottish Futures Trust, has also signed an MOU setting out their Vision for the Granton Waterfront. This highlights the importance of the creative sector in delivering this world class destination.

2.3.2 National Planning Framework

The planning system has a significant role to play in achieving the Scottish Government's economic aspirations, as set out within Scotland's Economic Strategy. The National Planning Framework (NPF3) is the spatial expression of that economic strategy. It highlights that the planning system in Scotland has a key role in achieving the following outcomes:

- A successful sustainable place – supporting economic growth, regeneration and the creation of well-designed places;
- A low carbon place – reducing carbon emissions and adapting to climate change;
- A natural resilient place - helping to protect and enhance our natural cultural assets and facilitating their sustainable use;
- A connected place – supporting better transport and digital connectivity.

At paragraph 2.19, NPF3 addresses infrastructure constraints. It states that where infrastructure constraints are limiting the delivery of new housing, the Scottish Government expects:

"to see more concerted efforts - involving planning authorities, developers, government agencies and infrastructure providers - to remove these constraints. Solutions could include new infrastructure provision in some cases, but more viable and sustainable options are likely to make best use of existing infrastructure and service capacity. Strategic thinking, partnership working and innovation will be required to unlock funding for capacity enhancement"

The South East Scotland City Region is covered by the SESPlan Strategic Development Planning Authority (SDPA). In considering the role of Edinburgh and the South East, the NPF notes that the SESPlan area is projected to have the second largest rate of growth of the four SDPAs - a 20% increase in population and 32% increase in households between 2010 and 2035. NPF3 calls for a planned approach to ensure development needs in this area are met, whilst taking into account existing and future infrastructure capacity.

2.3.3 SESPlan

The approved Strategic Development Plan that encompasses Edinburgh is SESPlan. The aims of SESPlan, relevant to the business case for Granton Waterfront, are:

- Enable growth in the economy by developing key economic sectors, acting as the national hub for development and supporting local and rural development;
- Set out a strategy to enable delivery of housing requirements to support growth and meet housing need and demand in the most sustainable locations; and
- Its spatial strategy:

"builds on existing committed development, focusing further development along preferred corridors, optimising connectivity and access to services and jobs...New development will complement and not undermine the delivery of existing committed development...It identifies priority strategic improvements to transport and other infrastructure which are required to support existing and future development."

2.3.4 Edinburgh Local Development Plan

The adopted Edinburgh Local Development Plan sets out the strategy for the spatial development of Edinburgh. The LDP identifies Granton Waterfront as having potential for approximately 5,600 new homes (some of which are now complete or under construction in the

harbour and central development area), a new primary school and a medical centre. The LDP sets out various strategies and development principles for Granton Waterfront; those most pertinent include:

- Transforming the Edinburgh's waterfront into one of the city's landmark features;
- Attracting high quality developments which will contribute towards economic prosperity in the city region;
- Creating distinctive high density urban quarters and build exemplar sustainable communities with a reduction in the influence of the car in design and layout;
- Supporting regeneration in adjoining areas and provide an incentive for the construction of the tram;
- Providing a housing mix that is appropriate to the site in terms of place-making and would maximise completions within this urban regeneration proposal within the plan;
- Delivering school provision as specified in the Action Programme; and
- Expressly encouraging the enhancement of employment and a 'destination' through existing and new commercial, cultural, tourist and retail opportunities.

The Development Framework for the Granton Waterfront is consistent with the above development principles.

The Scottish Planning Policy (SPP), Strategic Development Plan (SDP) and LDP all recognise the need to deliver homes at a faster rate. The Housing Land Audit and Delivery Plan (HLADP) 2016 demonstrates the potential contribution that Granton Waterfront could make to meeting housing need if housing delivery rates can be accelerated.

The Council is also preparing a new Local Development Plan for Edinburgh called City Plan 2030. This will set out policies and proposals for development in Edinburgh between 2020 and 2030. Consultation on the Choices for City Plan 2030 is due to commence at the end of January 2020 and the Programme will continue to engage and take account of the emerging revised Local Development Plan

2.3.5 Edinburgh and South East Scotland City Region Deal

The Edinburgh and South East Scotland City Region comprises the six local authorities of City of Edinburgh, Fife, East Lothian, Midlothian, Scottish Borders and West Lothian. In July 2017, the Scottish and UK Governments signed heads of terms for a City Region Deal for the city region. This Deal aims to:

- Build on the region's strengths such as its high growth sectors, world class universities and Edinburgh's cultural offer;
- Address key economic barriers via significant new investment in housing and transport;
- Address issues that constrain the region's economic potential and which match the strategic priorities for growth as outlined in the Scottish Government's Economic Strategy and the UK Government's emerging Industrial Strategy.

Both Governments are committed to jointly investing up to £600m over the next 15 years in the city region, subject to approval of final business cases for all projects and programmes; development of a final city deal document and implementation plan; establishment of clear and robust governance arrangements; and the consent of all constituent local authorities and partners.

The City Region Deal recognises the housing pressures across the region and the need to provide suitable housing to support sustainable economic growth. The City Region Deal proposes a joint approach between local partners and the Scottish Government that will support the delivery of significant numbers of new homes across the city region, including unlocking sever strategic sites, one of which is the Edinburgh Waterfront. One of the key commitments within the heads of terms is:

As recognised within the Edinburgh and South East Scotland City Region Deal, enabling development at Granton through the provision of infrastructure investment will have significant and positive impact on the city region's economy.

In unlocking the delivery of thousands of new homes in Granton over the next 15 years, the development is also helping the Scottish Government realise its target for new affordable housing development in Scotland. Under the More Homes Scotland approach, this target is currently 50,000 new affordable homes by March 2021.

The emerging 2050 City Vision for Edinburgh has identified four key themes: "inspired", "thriving", "connected", and "fair". These are linked to the Granton Waterfront objectives as outlined in the LDP and include the following:

- The "inspired" theme includes the creation of a place that protects its natural rich culture and heritage alongside building with nature and setting exemplar standards in green/ blue infrastructure to help the Council reach its net zero carbon target by 2030;
- The "thriving" theme includes establishing Edinburgh as a place of opportunity and ambition, where innovators and entrepreneurs can achieve prosperity and success – key to achieving this theme will be providing the work and learning spaces that support growth sectors and individuals to flourish;
- The "connected" theme includes building into the programme, an integrated solution for urban mobility, promoting priority access by foot, bike and public transport;
- The "fair" theme includes removing barriers to achievement and providing a good quality of life to all residents – key to achieving this theme will be addressing the growing affordability crisis in the city's housing market. There will also be a key focus on raising attainment and access to more and better work through a learning and work strategy that will sit alongside the development framework currently being developed; and
- The central focus of the Edinburgh Economic Strategy 2018 is on enabling "good growth", with two core priorities of "inclusion" and "innovation". Among the steps to achieve good growth set out by the strategy are delivering world class places fit to power the city's economy.

The strategy notes the delivery of high quality enabling infrastructure and services is a lever for change that the Council can use to assist delivery of the Economic Strategy and to enable good growth.

By investing in major enabling works and infrastructure to transform this area of the City from brownfield industrial land to a new thriving city quarter, the Council will enable good growth and strengthen the City's economy. This will be achieved through the delivery of over 3,000 homes, improved services and culture, commercial and recreational opportunity.

The Scottish Government's economic strategy, which establishes the purpose of the Scottish Government as being "increasing sustainable economic growth", recognises that "an adequate and affordable supply of housing is essential for growth" and that housing investment can "build strong and sustainable communities". The Scottish Government's land use strategy

states, “where land has ceased to fulfil a useful function because it is derelict or vacant...it should be a priority to examine options for restoring all such land to economically, socially or environmentally productive uses”. The Scottish Government’s regeneration strategy identifies regeneration of deprived areas as a national priority, and states “provision of housing can make a significant contribution to the creation of sustainable places”. Housing-led regeneration is therefore at the heart of multiple policies.

2.3.6 Edinburgh Local Transport Strategy 2014 to 2019

Out with the City Centre, Edinburgh’s growth is focussed in three areas, one of these areas is Edinburgh’s Waterfront. The strategy sets out ways in which the city can grow in a way that protects the city’s environment, these areas need supporting transport investment focussed on public transport, walking and cycling. Improved transport connections will drive the renewal of Edinburgh’s waterfront. The following are outlined within the strategy for this area:

- Measures to support growth in walking, cycling and bus use, through priority at junctions and new and improved links;
- Improving public realm, including completing the Waterfront Promenade, with an interim inland section through Leith via the North Edinburgh path network; and
- In the longer term, potentially extending the Tram to Granton (for which the Council has Parliamentary powers).

The Granton Waterfront Development Framework supports the above strategy by designing in a vast network of new routes which promote walking and cycling over car use. Car parking has been reduced to 25% or less and there is a commitment to improve connectivity in the first instance by enhanced bus services with a view to looking at higher capacity public transport options in near future.

Furthermore, the Transport 2030 vision envisages that by 2030 Edinburgh’s Transport system will be healthy – promoting active travel and streets appropriately designed for their function, with an emphasis on encouraging walking, cycling and public transport use and a high quality public realm, improving local air quality.

Granton Waterfront supports the above policy by the introduction of over 3km of new cycleways linking to the Edinburgh Active travel network, no more than five minutes’ walk to public transport stops with a direct, frequent service.

2.4 Sustainable Design Principles

Edinburgh’s future developments need to adapt to the impacts of climate change, such as the risk of flooding, increasing temperatures and extreme weather events. As such, a set of sustainable design principles to adapt to the impacts of climate change are required which will allow developments to standardise a new sustainable design approach that creates energy resilient, connected, biodiverse, less resource intensive and culturally/socially inclusive neighbourhoods.

The proposed sustainable design principles allow Granton to be positioned to serve as both a demonstration site for best practice and to set a benchmark for ambition aligned strongly to Edinburgh’s broader transition to becoming net zero carbon.

2.4.1 Ecosystems & Biodiversity

The following are the key design principals for the development in terms of ecosystems and biodiversity:

- Green roofs should be designed to provide sustainable water management, energy reduction and biodiversity features;
- All walkways, community space and cycleways should be designed as ecological corridors;
- SuDS should enhance biodiversity and enable rainwater harvesting for irrigation on community allotments and for re-use in developments;
- Natural flooding areas should be set aside to deal with extreme rainfall weather events and to support biodiversity;
- All existing green and blue infrastructure should connect naturally and blend seamlessly into the development, with active travel connections embedded; and
- Bioremediation techniques should be progressed where there are contaminated soils rather than current expensive remediation techniques.

2.4.2 Water

The following are the key design principals for the development in terms of water:

- Wastewater should be source separated with kitchens and bathrooms designed to separate wastewater for re-use on site;
- Storm free infrastructure and permeable surfaces should be designed to include innovative water collection and natural water buffering design (covering retention, storage and runoff);
- Housing should include water saving measures and infrastructure for rainwater harvesting with water used on site;
- Options for an on-site biological wastewater treatment plant (WWTP) should be explored. This can help with the recovery of nutrients and resources which have an economic value; and
- The above approaches could help the development to require minimal storm water infrastructure reducing these infrastructure costs significantly.

2.4.3 Mobility & Connectivity

The following are the key design principles for the development in terms of mobility and connectivity:

- The parking standard should be a maximum of 25% and public transport provision prioritised along with extensive cycle infrastructure linking the development to the coastal path and the wider neighbourhood with adequate on-street secure bike storage;
- The design of the development should prioritise pedestrians and cyclists over motor vehicles;
- Mobility demand from traditional vehicles should be significantly reduced with a strong focus on alternative mobility such as car sharing and car club programmes; and
- Multimodal mobility hubs should be designed with carsharing / car club programs, EV charging, secure bike storage and hire all co-located.

2.4.4 Energy & Materials

The following are the key design principles for the development in terms of energy and materials:

- All homes delivered by the Council should be built to a standard that will achieve net zero carbon combined with on-site renewable generation;

- All roof space should be designed to accommodate green roofs and solar PV/thermal;
- Homes should be designed to capture heat from shower water with drain water heat recovery (DWHR) systems;
- Opportunities for energy storage should be prioritised and combined with EV charging at a communal level within the development to maximise excess renewable generation;
- Homes should be designed to be adaptable to the changing needs of individuals and families, modular construction should be considered when addressing this;
- Homes should also be designed to contain home working spaces; and
- The majority of construction materials used should be recoverable and reusable.

2.4.5 Economy, Society, Health & Wellbeing

The following are the key design principles for the development in terms of economy, society, health and wellbeing:

- At the centre of the development should be the community who can live active, healthy lives and avail of organic community support and engagement;
- An abundance of shared space and facilities can spur economic activity via re-use and repair cafes, allotments and the trading of skills and expertise;
- Local re-use and repair programmes can contribute to local material recovery and stimulate economic activity;
- The inclusion of an on-site biorefinery for wastewater would further enhance the developments credentials as a hub for green business innovation alongside resource recovery from soil bioremediation;
- Community allotments should be allocated to strengthen zero waste, active living, education and community cohesion principles; and
- Health care facilities should be co-located within the development.

2.5 Development Framework Assumptions

There are a number of key assumptions underpinning the Development Framework. This PDP has been prepared in line with these assumptions, any significant changes to the Development Framework assumptions will need to be managed through the change process set out in the PDP.

- The Council will adopt an 'infrastructure first' development model;
- 3,312 homes;
- 9,065m² of commercial/retail space;
- 5,275m² for school;
- 1,400m² for healthcare facility;
- School to be delivered by 2024;
- Maximum of 25% car parking across the development;
- All on street parking with the exception of Plot A05 which has podium car parking for 54 spaces;
- North Shore North becomes a world class standard city park;

- Gas holder will be restored by 2024 and remains as greenspace;
- Where zoned in Masterplan, residential is the dominant use;
- 35% of all homes will be affordable .
- A minimum of 20% of all homes across the site will be built as family housing ;
- Buildings are 3-6 storeys with 7-8 storey gateway corners;
- Specification of housing is benchmarked against other housing ;
- In the base case all affordable housing will achieve net zero carbon standard. However, this assumption will be updated at Stage 2 in line with the Housing Sustainability report to the Housing, Homelessness and Fair Work Committee in January 2020 ;
- Commercial elements within mixed use blocks will be delivered by block developer ;
- Standalone commercial developments expected to be delivered by private sector ;
- Mixed use commercial development will be cold shell (no fit-out);
- Commercial elements will be a variety of retail and office ;
- Station building earmarked for development as an 'Enterprise Hub' ;
- Within developable plots including North Shore North, no industrial buildings are being retained ;
- ForthQuarter Park and Gypsy Brae remain as is ;
- Transport contributions will be made in line with the LDP Action Plan ;
- Designed to a 1 in 200 year flooding and wave overspill event ;
- All roads to be in accordance with the Edinburgh Street Design Guidance; and
- CPOs to be used as necessary to deliver the framework and existing leases will be managed / negotiated.
- Exclusions
 - National Galleries Scotland is not included ;
 - Edinburgh College Construction Centre for Excellence is not included ;
 - Currently, no Energy Centre within the development albeit further work will be carried out during Stage 2 regarding the energy strategy for the Waterfront Development. Fabric first approach to be used alongside renewable energy sources; and
 - New tram infrastructure will not be included in the development financial modelling and will be dealt with separately as a stand-alone business case. The Masterplan design has however made due allowance for necessary space for the tram infrastructure to mitigate any abortive works;

There are additional assumptions underpinning the financial modelling, these are set out in Section 4 of this PDP.

While this Programme Delivery Plan assumes the Council will take an infrastructure first approach, this would be a new way of delivering development for the Council. Therefore, as part of the Procurement & Funding strategy work to be carried out during Stage 2, a range of delivery models should be explored in detail before any final decision is reached. In carrying out any assessment risks will need to be carefully assessed. Key risks to the Council taking an infrastructure first approach relate to, among other things, the Council retaining the risk of infrastructure cost and programme overruns; escalating construction costs that cannot be offset through contractual

mechanisms; and the risk of infrastructure funding not being available in line with the requirements of the Programme.

3 Programme Phasing & Master Schedule

3.1 Introduction

A Master Schedule has been developed for the Granton Waterfront Programme indicating activities required to be undertaken to deliver the Programme. This forms the baseline for Stage 2 Programme activities going forward.

The Master Schedule focuses on Stage 2 and delivery of the Outline Business Case. Stage 3 (Final Business Case) and Stage 4 (Procurement & Delivery) are currently single line items within the Master Schedule indicating forecast start and finish dates in line with the Council's aspirations. The Master Schedule will be developed further in Stage 2 and will expand on specific activities required to be undertaken at Stages 3 and 4, which will become apparent as the Procurement & Funding Strategy is developed.

In addition to the Master Schedule, a Construction Phasing Programme has been prepared. This has formed the basis of the Programme cashflows set out in Section 4. This phasing strategy is based on a number of assumptions and will be subject to review and change as the Programme develops. Any changes to the phasing strategy are likely to have a significant impact on Programme cashflows. As such, changes to the Construction Phasing Programme, and ultimately the Master Schedule, will be subjected to the change management process outlined within this PDP.

The Construction Phasing Programme will be subject to review and change during Stage 2 (OBC) as soft market testing and further technical studies and specialist advice is undertaken.

3.2 Construction Phasing Programme

3.2.1 Phasing Strategy

The Construction Phasing Programme has been developed through a number of meetings with the project team. Although the overall delivery schedule for the Granton Waterfront Programme cannot be finalised at this stage, as the Procurement & Funding Strategy is yet to be developed, the phasing strategy is based on information that is currently known and a number of assumptions underpinning this.

The main purpose of the Construction Phasing Programme at this stage is to enable the Programme cashflows to be prepared as set out within Section 4. The extent of decontamination and land remediation works required is the main risk associated with the phasing strategy and this will remain to be the case until further site investigations are undertaken and specialist advice is sought. This will be undertaken at Stage 2.

Approximate durations for demolition and decontamination were discussed in workshops with the project team. Some basic phasing has also been applied. Assumptions made during drafting of the Construction Phasing Programme are outlined below.

3.2.2 Phasing Assumptions

The Granton area has had a varied industrial legacy, therefore, there is potential for contaminated soils to be present across most of the proposed development plots within the Development Framework and Masterplan. The extent of the decontamination and land remediation works required is one of the major risks for the Programme at this early stage.

As part of preparation of the Development Framework, the Council's technical advisors have reviewed each of the plots in terms of the decontamination, gas remedial works and earthworks required as well as investigating any buried foundations to assess the proposed foundation type likely to be adopted across the site. The results are summarised in the geotechnical and utilities reports compiled to support the Development Framework.

This geotechnical review led to a number of assumptions around the extent of decontamination, gas remedial works and earthworks required, and these have informed the costings and proposed phasing strategy for the Programme. The assumptions to be used with respect to earthworks and suitability of cut for re-use were agreed between the Council and their technical and cost advisors. Further testing and specialist advice is proposed to be carried out at the next stage of the Programme to test these assumptions and further develop the phasing strategy and detailed financial modelling.

Based on the geotechnical report, and subject to future testing to confirm the assumptions, the following assumptions for decontamination and groundworks have been agreed between the Council and their technical advisors:

- A capping layer will be required in any areas of soft landscaping and materials arising from utility or foundation excavations may require to be disposed of at landfill as either hazardous or non-hazardous waste. Remediation works may also be required to address localised hydrocarbon contamination of the soils and groundwater within specified areas;
- Localised areas of hydrocarbon contamination were identified in the ground investigation that has been carried out to date. This will require further investigation, assessment and possible remediation (either off-site disposal or on-site treatment). At this stage any cut on these sites should be considered hazardous and allowance should be made for disposal off-site at licensed facilities. The strategy going forward is to treat soil on site;
- Where gardens/parks are proposed, the risk associated with this material can be mitigated by excavation and removal as necessary and covering the soils with a minimum of 600mm of suitable topsoil and subsoil; and
- Earthworks cut can be re-used within the greater masterplan area under an appropriate capping (i.e. building slab, road build up, 300mm of topsoil in garden/park areas). From the available information at the time of writing, it has been assumed that 20% of the cut material will be considered hazardous and will require disposal off-site at licensed facilities, however this is to be further tested with the aim to treat all contamination on-site. Further testing is required to provide a more robust estimate.

Based on the above, the decontamination phasing strategy agreed between the Council and their technical advisors is as follows:

- Decon A: Phase 1 – to be completed as part of the main work package;
- Decon B: Phase 2 – to be completed as part of the main work package;
- Decon C: Phase 3, 4 & 5 – enabling works package prior to main work package;
- Decon D: Phases 6, 7 & 8 – to be completed as part of the main work package; and
- Decon E: Phases 9, 10, 11 & 12 – enabling works package prior to main work package;

Some general assumptions have also been made for the purpose of the Construction Phasing Programme as follows:

- Drainage to be constructed in conjunction with roads;
- Asbestos present in buildings to be demolished and removal of asbestos is factored into demolition durations;
- Any landscaping works occur at the end of the construction to avoid them becoming damaged during construction;
- Minimum of 1 year lead in time for all CPO activities; and
- All junctions and realignment of roads not included in infrastructure works as these will be constructed by the plot build contractor or housebuilder.

3.3 Master Schedule Overview

3.3.1 Overview

The Granton Waterfront Master Schedule has been developed using Primavera P6 after a number of meetings and reviews with the Programme team. The purpose of the schedule is to have one single point of information for the key Programme dates. All activities have had logic and durations applied to inform the key milestone dates.

A Work Breakdown Structure (WBS) and key activities for Stage 2 were discussed and agreed with the Council under the following headings:

- Procurement;
- Design;
- Feasibility Studies;
- Strategy Development;
- Finance;
- Programme Delivery;
- Early Action Projects; and
- Outline Business Case.

Detail has been added up to and including Stage 2 'Outline Business Case' (OBC) which outlines the tasks required to compile the difference segments within the OBC. Subsequent phases will be detailed at a later stage.

3.3.2 Key Scheduling Assumptions

There are a number of assumptions that have been made in developing the Master Schedule which include:

- Commencement of Stage 2 will be the 6th January 2020. Any delay to the commencement of Stage 2 activities will have a direct impact on the completion date for Stage 2 unless mitigation measures are developed and implemented;
- Procurement of all consultants will, where possible, be via existing Frameworks and any committee approvals will not be required in accordance with Council standing orders;
- All of the design tasks are reliant upon the procurement of consultants and this is shown within the programme logic;
- The Early Action Projects will commence at the outset of Stage 2;

- The Development Framework update will be carried out in parallel with the design tasks but can only be complete once these design tasks are finalised;
- The drafting of the Outline Business Case has been split into 5 main chapters based on HM Treasury Green Book guidance. These are Strategic, Economic, Financial, Commercial and Management; and
- Where Committee dates are not available for meetings within 2020 and are not available on the Council website, preliminary dates have been assumed and will be confirmed by the Council at a later date.

3.3.3 Key Milestones

The Council's aspirations for delivery of the Programme over the next 10-15 years have been divided into stages in order to manage the key deliverables to achieve the required approvals for delivery of the Programme within the desired timeframe. Stage 1 of the Programme constitutes the delivery of this PDP. The following are also key milestone dates:-

- Stage 2: Q1 2020 – Spring 2021 – Outline Business Case
- Stage 3: Summer 2021 – Summer 2022 – Final Business Case
- Stage 4: Procurement and on-site delivery: 2022 – end of project, anticipated 2037 – Procurement and on-site delivery (Western Villages will commence on site in advance of wider programme).

3.4 Conclusions & Next Steps

A Construction Phasing Programme and Master Schedule have been produced during Stage 1. The phasing strategy has been used to model Programme cashflows set out in Section 4. The Master Schedule identifies the key Stage 2 activities and dates.

During Stage 2, there is a requirement to update the Construction Phasing Programme to reflect the body of work to be carried out in support of the OBC. The Master Schedule will also need to be updated to incorporate the emerging Stage 3 activities.

4 Programme Cashflows

4.1 Introduction

In order to assess the financial implications of the Granton Waterfront Programme, a financial model has been developed to assess Programme cashflows and calculate capital financing requirements.

4.2 Financial Model

4.2.1 Overview

An overarching financial model has been developed by the Council's finance division to assess Programme cashflows. In support of this, the Council's commercial advisors, Gardiner & Theobald and Cushman & Wakefield, have provided a detailed analysis of projected residual land values, commercial rent and infrastructure and plot build costs.

4.2.2 Assumptions

Section 2.5 above sets out the Development Framework Assumptions. The following additional assumptions have also been taken into account in preparing the Programme cashflows, these are as follows:

- An infrastructure first approach is adopted meaning that infrastructure and remediation works required in each phase are carried out first to enable plots to be developed by the Council or third parties.
- On Section 75, Council developed homes will pay 100% of their share of Section 75 contribution;
- Only 60% of monies due from private developers under Section 75 will be recouped, in line with the current assumptions being made in the Council's Local Development Plan financial model;
- Rental value for Market Rent will be 125% Local Housing Allowance which is broadly in line with local market conditions;
- Rental value for Mid-Market Rent will be 100% Local Housing Allowance;
- Current Council rental rates for social housing have been used;
- Residual land value calculations based on market norms;
- Construction inflation uses BCIS indices for first 5 years and thereafter is an average;
- Phasing assumes a maximum delivery rate of 300 homes per year (Council and private);
- 2% per annum inflation is applied on land residuals;
- Professional fees and client costs associated with a Master Developer are factored into the appraisal using a 17.5% uplift, excluding those associated with CPOs and decontamination. This has been benchmarked against other relevant programmes in the UK;
- Professional fees and client costs associated with the CPOs and decontamination are factored into the appraisal using a 5% uplift in line with other Council projects. The reduced rate for these categories of expenditure reflect the fact that less work will be required to manage these processes;
- The residential build cost of Council developed homes has been uplifted based on aiming to meet net zero carbon compliance;

- No assumption for net zero carbon compliance has been made on private residential build cost and associated net residual land values;
- Site acquisition costs associated with all industrial units that are currently leased out by the Council are based on an estimate prepared by the Council’s Estates team;
- CPO costs are based on the District Valuer’s estimate to buy out current landholdings in the area;
- Optimism bias has been included in line with HM Treasury Green Book guidance;
- The Council purchased the ForthQuarter site in 2017. This cost has been included in the gross capital cost;
- The health centre will be funded by NHS Lothian;
- Development and infrastructure costs associated with any future tramline servicing the area are not included;
- Programme phasing will be in line with the phasing set out earlier in this document; and
- Costs associated with the National Museums Scotland and National Galleries Scotland sites, contributing to the Development Framework, have not been included in the financial modelling.

4.3 Programme Costs

4.3.1 Capital and revenue costs

The majority of the capital costs are based on a cost plan produced by an independent cost consultant, Gardiner & Theobald. This provides an order of cost to deliver the Granton Waterfront Programme including residential and commercial units. This cost estimate has been based upon design information that has been provided from the Development Framework work done to date. A construction risk allowance of 10% is included to reflect the status of design.

Table 4.1 below sets out the capital and revenue cost categories used in the financial modelling, a brief description of each and the source of this information.

Table 4.1

Cost category	Description	Source
Capital cost		
Plot Residential costs	Unit build cost for Council delivered homes only	Cost Plan
Net zero carbon uplift	Unit build cost for Council delivered homes uplifted for achieving net zero carbon compliance	High level desktop study carried out by consultant

Cost category	Description	Source
Civic & Commercial costs	Cost for school, coastal park, healthcare facility and Council delivered commercial units	Cost Plan
Offsite Infrastructure costs	All infrastructure costs out with the site boundary	Cost Plan
Onsite Infrastructure - Decontamination costs	Cost for all necessary land remediation works	Cost Plan
Onsite Infrastructure - All Other costs	All infrastructure costs within the site boundary, plus the gas holder restoration	Cost Plan
CPO costs	Cost to buy out current landholdings in the area where required.	District Valuer
Listed Buildings Refurbishment	Cost of refurbishing listed buildings within the area	Council estimates
ForthQuarter land	Cost of acquired land	Actual cost
Revenue costs		
Industrial unit site acquisition	Acquiring all industrial units currently leased out by the Council where required.	Council estimates

4.4 Capital and Revenue Financing

The financial model also considers potential sources of funding. Table 4.2 below sets out the funding categories used in the financial modelling, a brief description of each and the source of this information.

Table 4.2

Funding category	Description	Source
Capital financing		
Capital Receipts from Residual Land Values	Residual Land Value estimate based on assumptions of land that will be sold to the private sector and RSL	Commercial advisor
Section 75 Transport from Private & RSL	Developer contribution income as assessed within the Council's Local Development Plan and supplementary guidance	Calculated based on supplementary guidance
Section 75 Education from Private & RSL	Developer contribution income as assessed within the Council's Local Development Plan and supplementary guidance	Calculated based on supplementary guidance
Section 75 Healthcare from Private & RSL	Developer contribution income as assessed within the Council's Local Development Plan and supplementary guidance	Calculated by the Council based on supplementary guidance
Capital Supported by HRA	This represents the amount of capital expenditure on social housing that can be supported by the Council's Housing Revenue Account (HRA) based on financial viability	Council estimate
Capital Supported by Edinburgh Living	This represents the amount of capital expenditure on affordable Market and Mid-Market homes that can be supported by Edinburgh Living based on financial viability	Council estimate
Health Centre funding	This represents funding assumed from NHS Lothian to cover any shortfall	Council estimate

Funding category	Description	Source
Revenue financing		
Commercial rental income	This represents rental income generated from commercial units within any Council development	Commercial advisor Cushman & Wakefield

4.5 Modelling Results

4.5.1 Capital

4.5.1.1 Total capital cost

Table 4.3 below represents the estimated total capital expenditure including optimism bias.

Table 4.3

Description	Cost (£m)
Gross Capital Cost	588.4
Professional Fees and Client Costs	80.4
Subtotal	668.8
Optimism Bias	214.8
Total	883.6

4.5.1.2 Total capital financing

Table 4.4 below represents the estimated total capital financing.

Table 4.4

Description	Cost (£m)
Capital Receipts from Residual Land Values	(9.8)
Section 75 Contributions from Private and RSL	7.7

Description	Cost (£m)
Capital Supported by HRA	90.8
Capital Supported by Edinburgh Living	95.2
Health Centre funding	12.1
Total	196.0

4.5.1.3 Net capital funding requirement

Table 4.5 below represents the total net capital funding requirement.

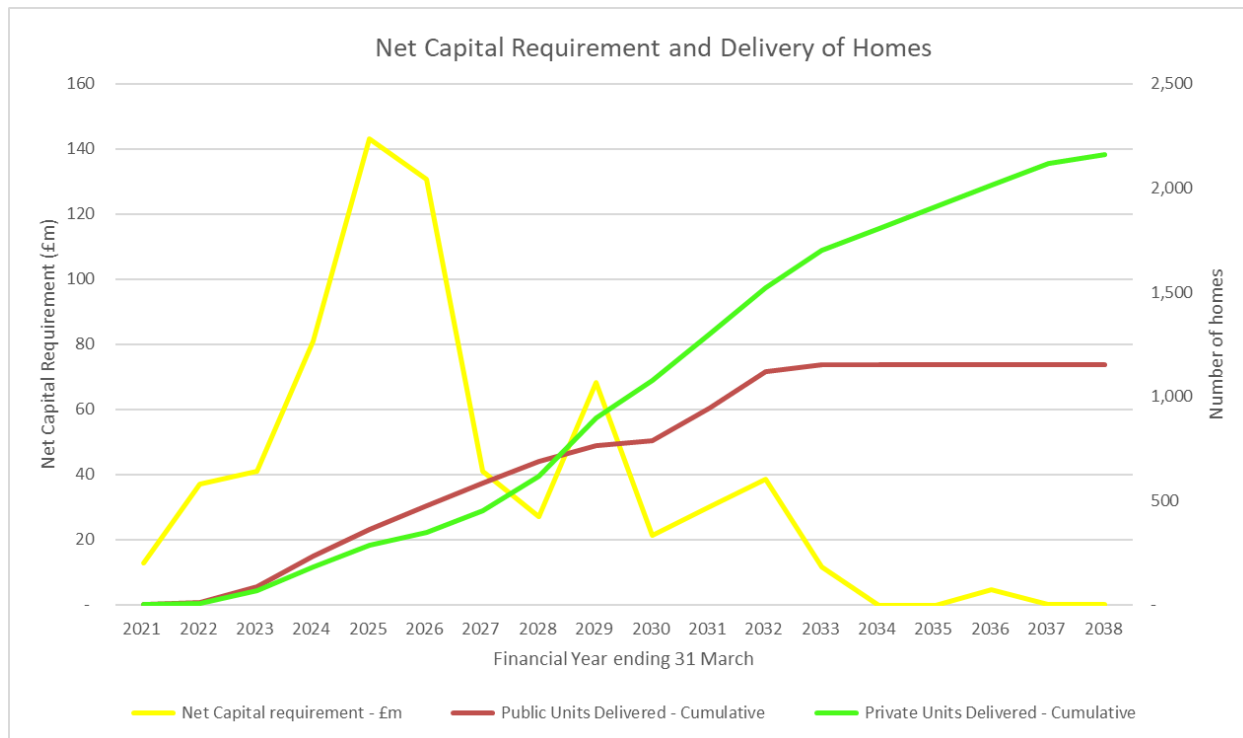
Table 4.5

Description	Cost (£m)
Total capital cost	883.6
Total capital financing	(196.0)
Net capital funding requirement	687.6

4.5.1.4 Net capital funding requirement – annual cashflows

Figure 4.1 shows the net capital funding requirement annual cashflows and the cumulative number of homes anticipated to be delivered through to 2038. These are based on the phasing strategy underpinning the financial modelling and set out in section 3.

Figure 4.1 – Net Capital Funding Requirement Cashflows and Cumulative Homes



4.5.2 Revenue

As well as the capital costs and financing identified above, the financial model identifies a revenue cost of £11.7m for industrial unit site acquisition, which cannot be capitalised, and a revenue stream of approximately £0.5m per annum plus inflation for rental of commercial units.

4.6 Conclusions & Next Steps

The Council has developed a financial model to assess Programme cashflows, based on a range of assumptions. This demonstrates that there is an overall net capital funding requirement of £687.6m. Based on the current phasing strategy, approximately 70% of the funding would be required between 2020 and 2026 with the majority of the expenditure relating to infrastructure and decontamination. This reflects the 'infrastructure first' approach and may be subject to change depending on the findings of the Procurement and Funding strategy to be completed during Stage 2.

It is unlikely that the net capital funding requirement can be contained within the Council’s capital programme. For illustrative purposes, if the Council were to borrow for the net capital funding requirement, the annual revenue debt servicing costs would be an approximate average of £24m over a 45 year period.

At the next stage of Programme development, it is therefore essential, as part of the Procurement & Funding Strategy, that the Council investigates a range of funding sources prior to finalising the Outline Business Case. These include:

- Grant funding from Scottish Government and other third party providers;
- Funding streams from sources such as green infrastructure and development funds and the Scottish National Investment Bank;

- Building on the City Region Deal to “Prioritise and work with Local Authorities on a site by site basis to support Local Authority borrowing and share the financial risk of infrastructure across the strategic sites”;
- Discussion with private sector partners to deliver enhanced value for money; and,
- Further consideration of financial viability to HRA and Edinburgh Living.

An essential first step to this will be to establish the impact of the development and specifically its contribution to three key themes:

- The Place Principle and Place based thinking;
- Achieving Net Zero Carbon by 2030; and
- Delivering Inclusive Growth

Discussions have already commenced with Scottish Futures Trust around a high level funding strategy examining the potential for elements of the development to be supported by external funders and also where the Council can risk share with other public and private sector partners.

There are a number of opportunities that will need to be investigated, as part of the Procurement & Funding Strategy, to reduce the funding requirement. These include:

- Establishing outcomes and impacts that will be delivered by the development at Granton Waterfront across a wider range of metrics;
- Examining detailed funding requirements for individual packages of infrastructure phase by phase;
- Exploring means of reducing capital costs including:
 - Exploring alternative decontamination strategies that are more cost effective;
 - Reducing build costs while improving quality, reducing defects, and delivering long term savings in management and maintenance. There is an opportunity to develop a new business model based on off-site manufacturing to deliver savings through scale of pipeline in Granton, wider waterfront and region.
- Reviewing extent of site servicing;
- Exploring wide range of funding streams with potential partners;
- Liaising with Scottish Government regarding potential for support to enable delivery - It will also be essential that the costs associated with the National Museums Scotland and National Galleries Scotland sites are included in any discussions with Scottish Government to ensure a joined up approach;
- Identifying commercial opportunities, particular in relation to the gas holder;
- Exploring changes to housing tenure mix to optimise value for money while not compromising on the vision and objectives for the Programme;
- Increasing densities of development while ensuring the principles and objectives of the Development Framework are not compromised; and
- Maximising commercial income via meanwhile uses.

5 Programme Management

5.1 Programme Governance & Organisation

5.1.1 Governance Overview

In developing the governance structure, account has been taken of lessons learned from other work programmes both within the Council and externally.

The key principles underpinning any governance structure are:-

- Strong leadership from the top of the client body, key stakeholders and the contractor(s) selected to carry out the works;
- Strong political support and regular reporting by officers on risks, issues and costs;
- Clearly defined roles and responsibilities within the client organisation with clear reporting lines;
- For internal roles, compatibility with the Council's grades and team structures where applicable;
- A strong sense of Programme ownership by individuals;
- Clear management information used to report at all Programme levels; and
- Professional project management support within the client organisation.

5.1.2 Programme Structure

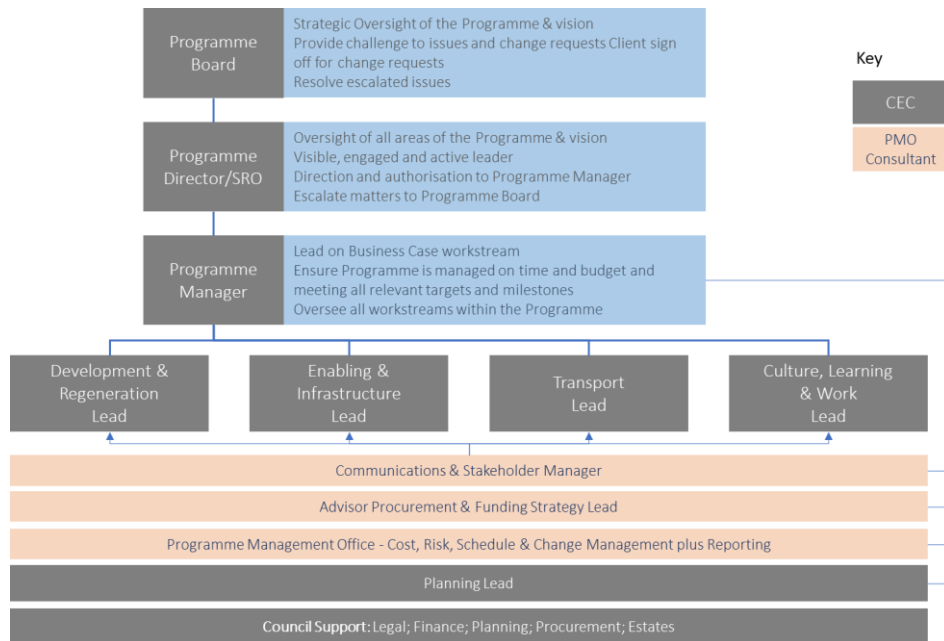
Set out below in Figure 5.1 is the proposed Programme structure for Stage 2 of the Granton Waterfront Programme. Strategic oversight for the Programme resides with the Programme Board and overall responsibility for the Programme delivery with the Programme Director/Senior Responsible Officer. The day-to-day responsibility resides with the Programme Manager supported by the Programme Management Office (PMO).

A number of workstreams have been identified relating to:

- Business Case Development;
- Development & Regeneration;
- Enabling & Infrastructure;
- Transport; and
- Culture, Learning & Work.

As well as the workstreams identified above, a requirement for a Programme Planning Advisor has been identified together with Programme Management consultancy support in relation to Communications and Stakeholder Management, the Procurement & Funding Strategy, and the Programme Management Office (PMO). Council support services will also be required throughout the duration of the Programme.

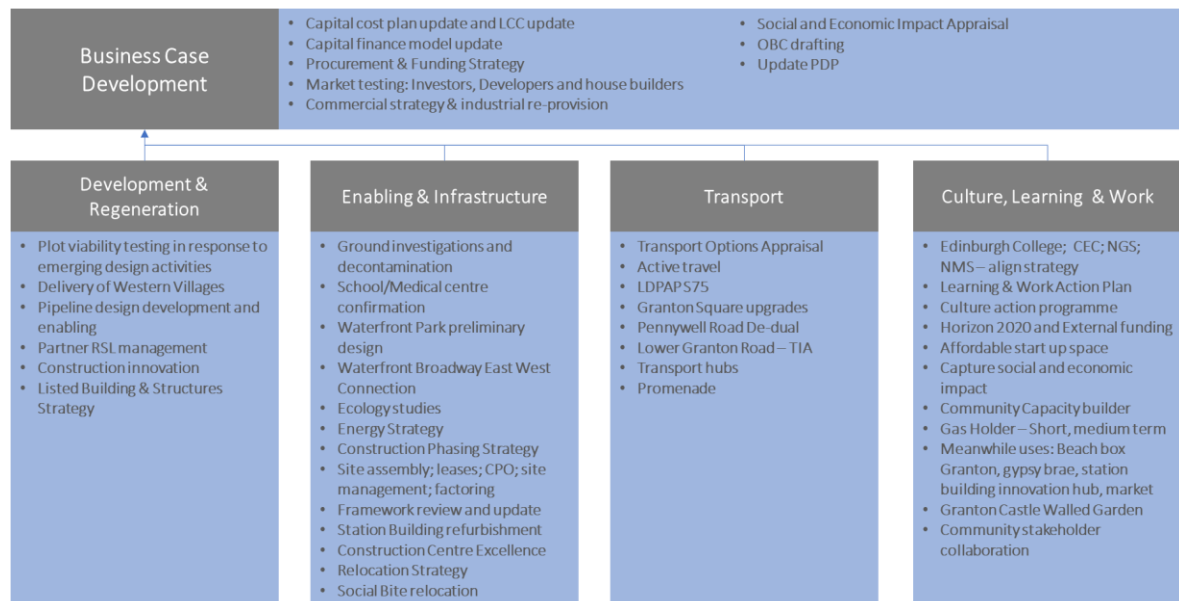
Figure 5.1 – Granton Waterfront Programme Structure



5.1.3 Key Roles & Responsibilities

For each of the workstreams identified above, a number of core tasks have been identified and these are set out in Figure 5.2.

Figure 5.2 – Workstream Core Tasks



The workstream leads will be supported by external advisors and Council service areas during Stage 2. Figure 5.3 below maps the above workstreams to these advisors.

Figure 5.3 – Workstreams and Advisors

	Development & Regeneration	Enabling & Infrastructure	Transport	Culture, Learning & Work	OBC
Prog. Mgt Advisor		•			•
Architect/Urban Design	•	•		•	
GI Technical Advisor		•			
Energy Strategy Advisor		•			
Culture Advisor				•	
Commercial Advisor	•	•			•
Transport Advisor			•		•
Economic Advisor					•
Ecology Advisor		•			

For the key roles identified (as above) the core roles and responsibilities will be as set out in Table 5.1 below.

Table 5.1 – Core Team Roles & Responsibilities

Role	Responsibilities
Programme Board	<p>Strategic Oversight of the Programme & vision.</p> <p>Provide challenge to issues and change requests Client sign off for change requests.</p> <p>Resolve escalated issues.</p>
Programme Director/SRO (Council)	<p>Create an open, honest and positive culture committed to delivering at pace.</p> <p>Challenge consultants, senior officers and Councillors when appropriate and escalate matters in a timely manner utilising the agreed governance structures.</p> <p>Ensure the Programme Manager is managing the Programme on time and on budget, and meeting all relevant targets and milestones.</p> <p>Build and maintain strong and effective relationships with key stakeholders across the Programme and lead stakeholder communications for the Council at officer level.</p> <p>Coordinate and link in with other Council activities and co-ordinate all officer work on the Programme, ensuring a 'joined up' approach.</p> <p>Support the role of elected Members.</p>

Role	Responsibilities
	<p>Comply with Council policies and procedures.</p> <p>Implement and maintain robust, appropriate and transparent Programme governance.</p> <p>Monitor and control the progress of the Programme at a strategic level, being honest and frank about Programme progress, risks and issues.</p> <p>Ensure that any changes to agreed Programme benefits are flagged appropriately within Programme governance and that, if appropriate, the Outline Business Case is updated accordingly.</p> <p>Ensure that communication processes are effective and that the Programme objectives and deliverables continue to be consistent with the Council’s strategic direction.</p> <p>Ensure that the Programme is subject to review at appropriate stages and take a lead role to ensure the outcomes of any audits are addressed at the appropriate time.</p> <p>Report Programme progress to Board and escalate matters for decision to board in a timely fashion ensuring the board has sufficient information to inform robust decision making.</p>
<p>Programme Manager (Council)</p>	<p>Lead on Business Case workstream bringing together all of the Programme workstreams</p> <p>Oversee all workstreams within the Programme</p> <p>Manage the day to day activities in the schedule and be responsible for ensuring all Programme workstreams are being managed effectively.</p> <p>Challenge the Programme team when appropriate and escalate matters to the Programme Director in a timely manner.</p> <p>Ensure the Programme team is managing the Programme on time and on budget, and meeting all relevant targets and milestones.</p> <p>Build and maintain strong and effective relationships with key stakeholders across the Programme and manage stakeholder communications with assistance from the wider Programme team.</p> <p>Manage other Council activities and co-ordinate all officer work on the Programme, ensuring a ‘joined up’ approach.</p> <p>Support the Programme Director in managing the role of elected Members.</p>

Role	Responsibilities
	<p>Comply with Council policies and procedures.</p> <p>Implement robust, appropriate and transparent project governance.</p> <p>Manage the progress of the Programme, being honest and frank about Programme progress, risks and issues.</p> <p>Ensure that any changes to agreed Programme benefits are managed within Programme governance and reflected in the Outline Business Case.</p> <p>Ensure that communication processes are managed and that the Programme objectives and deliverables continue to be consistent with the Council’s strategic direction.</p> <p>Report Programme progress to the Programme Director and escalate matters for decision in a timely fashion ensuring senior management has sufficient information to inform robust decision making.</p>
<p>Development & Regeneration Lead (Council)</p>	<p>Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively.</p> <ul style="list-style-type: none"> • Plot viability testing in response to emerging design activities • Delivery of Western Villages • Pipeline design development and enabling • Partner RSL management • Construction innovation • Listed Buildings and Structures Strategy <p>Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner.</p> <p>Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones.</p> <p>Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong and effective relationships with key stakeholders across the Programme.</p> <p>Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a ‘joined up’ approach.</p> <p>Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream</p>

Role	Responsibilities
	<p>Comply with Council policies and procedures.</p> <p>Implement robust, appropriate and transparent project governance.</p> <p>Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues.</p> <p>Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.</p>
<p>Enabling & Infrastructure Lead (Council)</p>	<p>Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively.</p> <ul style="list-style-type: none"> ▪ Ground investigations and decontamination ▪ School site confirmation ▪ Medical Centre site confirmation ▪ Waterfront Park preliminary design ▪ Waterfront Broadway East West Connection ▪ Ecology studies ▪ Energy Strategy ▪ Construction Phasing Strategy ▪ Site assembly; leases; CPO; site management; factoring ▪ Framework review and update ▪ Station Building refurbishment ▪ Construction Centre Excellence site ▪ Relocation Strategy ▪ Social Bite relocation <p>Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner.</p> <p>Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones.</p> <p>Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong</p>

Role	Responsibilities
	<p>and effective relationships with key stakeholders across the Programme.</p> <p>Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a 'joined up' approach.</p> <p>Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream</p> <p>Comply with Council policies and procedures.</p> <p>Implement robust, appropriate and transparent project governance.</p> <p>Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues.</p> <p>Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.</p>
<p>Transport Lead (Council)</p>	<p>Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively.</p> <ul style="list-style-type: none"> ▪ Transport Options Appraisal ▪ Active travel inputs and planning ▪ LDPAP S75 ▪ Granton Square upgrades ▪ Pennywell Road De-dual ▪ Lower Granton Road – TIA ▪ Transport hubs assessments <p>Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner.</p> <p>Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones.</p> <p>Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong and effective relationships with key stakeholders across the Programme.</p>

Role	Responsibilities
	<p>Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a 'joined up' approach.</p> <p>Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream</p> <p>Comply with Council policies and procedures.</p> <p>Implement robust, appropriate and transparent project governance.</p> <p>Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues.</p> <p>Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.</p>
<p>Culture, Learning & Work Lead (Council)</p>	<p>Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively.</p> <ul style="list-style-type: none"> ▪ Edinburgh College; City of Edinburgh Council; NGS; NMS – align strategy ▪ Learning & Work Action Plan ▪ Culture action programme ▪ External funding applications / requirements ▪ Affordable start up space ▪ Capture social and economic impact ▪ Community Capacity builder ▪ Gas Holder – Short, medium term ▪ Meanwhile uses: Beach Box Granton, Gypsy Brae, Station Building Innovation Hub, local market ▪ Granton Castle Walled Garden ▪ Community stakeholder collaboration <p>Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner.</p> <p>Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones.</p> <p>Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong</p>

Role	Responsibilities
	<p>and effective relationships with key stakeholders across the Programme.</p> <p>Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a 'joined up' approach.</p> <p>Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream</p> <p>Comply with Council policies and procedures.</p> <p>Implement robust, appropriate and transparent project governance.</p> <p>Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues.</p> <p>Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.</p>
<p>Planning Lead (Council)</p>	<p>Planning advisory role to initially take forward the Development Framework and ultimately help coordinate delivery of project. The role does not fit directly into any of the planned workstreams but will overarch different areas to ensure consistency and compliance with the planning process. This will include:</p> <p>Taking Development Framework to Planning Committee and briefing members; reviewing Framework to address concerns from convenor / National Collection etc</p> <p>Ongoing review of Development Framework including input into City Plan</p> <p>Providing general planning advice at the earliest stage and providing clarity in approach; identify elements of potential risk and identify ways of mitigating risk</p> <p>Reviewing briefs for consultants to ensure clarity and compliance with the Framework and LDP /City Plan</p> <p>Looking at outcomes of feasibility studies (e.g. contamination/flooding/ecology) and looking at implications for the Development Framework – acting as liaison between different services to ensure that proposals accord with planning legislation / development plan / guidelines etc</p> <p>Working with architecture teams to establish consequences of financial modelling – e.g. looking at implications of increasing densities</p>

Role	Responsibilities
	<p>Developing new ways of working between Team Granton and other teams within the Council – establishing a ‘virtual team’ with planning officers as required (urban design, ecology and landscape, transport) to ensure a ‘joined up’ approach</p> <p>Explore new ways of construction and assess implications for design / placemaking</p> <p>Develop new ways of achieving more efficiency in the planning process with better ways of working to achieve better planning applications and quicker decisions</p> <p>Investigate potential for pilot trials – e.g. underground bins</p>
<p>PMO - Commercial Manager (External Advisor)</p>	<p>Management of all Programme budgets and cost reporting.</p> <p>Working with the Programme Manager and the Council’s finance team, assist in the development of a Procurement and Funding Strategy for the Programme including contract strategy, procurement strategy and risk apportionment across the Programme.</p> <p>Provide strategic commercial advice as required.</p> <p>Review and update cost plan for the Programme (validating cost information currently available from the Council) to be used in the development of the Outline Business Case including all capital and whole life costs.</p> <p>Set up of project budgets and cost reporting system for the Programme and provide monthly commercial reports.</p> <p>Carry out commercial contract administration in relation to any Advisors appointed by the Council throughout the Programme.</p> <p>Contract administration tasks including payment valuation and certification monthly, management of variations and claims / change control as required, budget & cost reporting monthly, Contract correspondence management and dispute resolution as required.</p>
<p>PMO Scheduler (External Advisor)</p>	<p>Establishment and maintenance of the Programme Master Schedule. Production of progress information and data to support Programme decision making process.</p> <p>Review and update the Master Schedule including but not limited to:</p> <ul style="list-style-type: none"> ▪ All Stage 2 and Stage 3 activities; ▪ All third-party requirements and necessary consents; ▪ Outline construction programme to verify construction durations based on known constraints.

Role	Responsibilities
PMO Risk Manager (External Advisor)	Development and management of the Programme risk register including periodic quantitative risk analysis as agreed with the Programme Board.
Procurement and Funding Advisor (External Advisor)	Working with the Programme Manager and PMO Commercial Manager to undertaken extensive market engagement and consultation to develop an appropriate Procurement and Funding Strategy for the Programme. Develop a robust procurement plan which meets the needs of the development taking account of market factors, best practice, EU procurement legislation Lead the procurement process in line with the Scottish Government’s Procurement Journey, Local, National and European procurement legislation
Stakeholder & Communication Manager (External Advisor)	Working with the Programme Manager, support the drafting of a comprehensive approach to engagement with key stakeholders, existing forums and communities within Granton and the adjacent areas throughout the Programme at various identified stages. Design and draft key online communications materials for the Programme. Develop initial web content for the Programme webpage and carry out further updates to the content as required linked to key milestones for strategic Programme communications. Design and assist in the delivery of stakeholder public engagement. Identify and coordinate all key stakeholders and develop and manage a stakeholder management plan for the Programme including where applicable the management of approvals and consents. Supporting public consultation for all phases, schemes or the wider development depending on the Council requirements as the Programme progresses. Support the preparation, planning and delivery of a high profile public events, providing all materials for the event apart from venue. Support the preparation, planning and delivery of local engagement sessions, providing all materials for the events apart from venue. Assist in designing online survey questions and create appropriate supporting materials. Support the analysis and report findings of online survey, local engagement sessions and public events.

5.2 Communications

5.2.1 General

The Programme Manager shall be the focus of all communication for the Programme. It is recognised that direct contact between the Programme team will take place and suitable records should be kept as necessary by the relevant Programme team member. The Programme Manager shall be copied in on all correspondence relating to key aspects of the Programme, which shall include correspondence to/from the Council and parties outside of the Programme team.

5.2.2 Written

All items of written communication such as reports, email and letters will be referenced according to criteria set in this section 5.

5.2.3 Verbal

Generally verbal communication is promoted as it is the quickest, most efficient method of communication. However, where necessary, verbal communication should be recorded via written communication and copied to relevant members team.

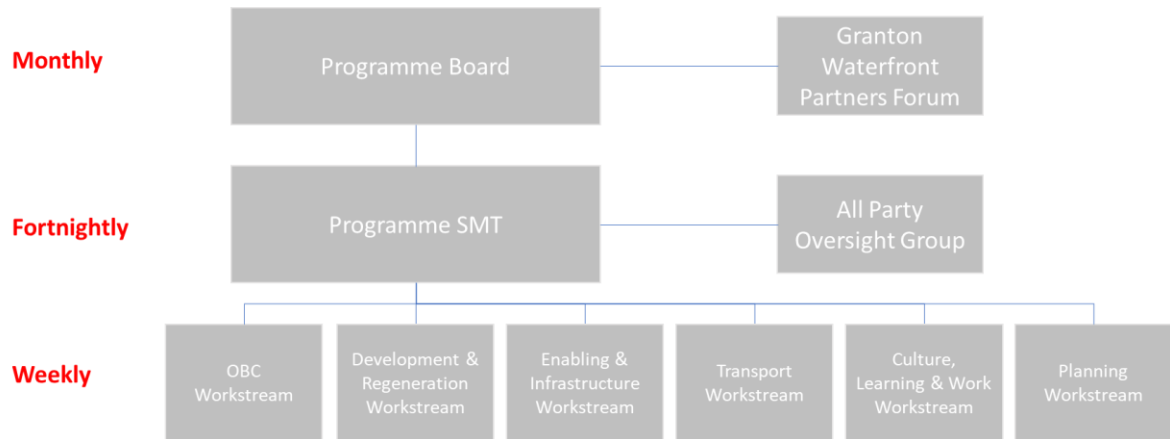
5.2.4 Meetings

At the commencement of Stage 2 the Programme Board will be formed and will meet on a monthly basis. The Programme Board will be the main decision making body. The Programme Director, supported by the Programme Manager and PMO, will provide formal papers to the Programme Board monitoring progress, expenditure and setting out any key decisions required.

As well as the Programme Board a Programme Senior Management Team (SMT) will be established and will meet on a fortnightly basis and be chaired by the Programme Director/SRO.

Working Groups will then meet weekly or as required and will report to the Fortnightly SMT.

Figure 5.4 – Granton Waterfront Programme Key Meetings



5.2.4.1 Programme Board

Chair	TBC	<p>Membership</p> <ul style="list-style-type: none"> Executive Director of Place/Head of Service Head of Finance Head of Procurement Head of Communications Head of Culture Senior Transport Representative Head of Housing Services Programme Director/SRO Programme Manager <p>If required:</p> <ul style="list-style-type: none"> PMO and/or workstream leads
Location	Waverley Court	
Frequency	Monthly	
Duration	2 Hours	
Purpose	<p>To provide oversight of all areas of the Programme.</p> <p>To provide challenge to issues and change requests and to be the client sign off point for change requests.</p> <p>Resolve key issues that remain unresolved at Programme SMT.</p>	
Standard Agenda Items	<p>Minutes of last meeting</p> <p>Presentation by Programme Director of monthly Risk Dashboard and Summary Dashboard</p>	

	Questions & Answers	
Decisions	Identification of issues for escalation to CLT Confirmation of changes to be actioned through formal change process	
Escalations	CLT	
Reporting Route	CLT Change Board	

5.2.4.2 Senior Management Team (SMT)

Chair	Programme Director/SRO	Membership Programme Director/SRO Programme Manager Workstream Leads PMO Commercial Manager PMO Planner PMO Risk Manager Stakeholder & Communications Manager
Location	Waverley Court	
Frequency	Fortnightly	
Duration	2 hours	
Purpose	To review the Programme actions, progress and key decision requirements To agree strategic decisions requiring escalation to Programme Board	
Standard Agenda Items	Programme Manager update Key decisions and issues resolution	
Decisions	Identification of issues for escalation and decisions to be made Escalation of potential changes to be actioned through formal change process	
Escalations	Programme Board	
Reporting Route	Programme Board	

5.2.4.3 *Workstream Meetings*

Chair	Workstream Lead	Membership Workstream Lead PMO support as required To be established by workstream leads
Location	Waverley Court	
Frequency	Weekly	
Duration	1 hour	
Purpose	To review the workstream actions, progress and key decision requirements To agree strategic decisions requiring escalation to SMT	
Standard Agenda Items	Workstream Lead update Review of workstream action tracker Key decisions and issues requiring resolution	
Decisions	Identification of issues for escalation and decisions to be made Escalation of potential changes to be actioned through formal change process	
Escalations	Senior Management Team	
Reporting Route	Senior Management Team	

5.3 Delegated Authority

To ensure suitable flexibility within agreed governance arrangements provisions will need to be put in place at the outset of Stage 2 providing the Programme Director/SRO with the necessary delegated authority from the Programme Board to effectively manage the Programme budgets

Expenditure will be reported to the Board on a monthly basis and any risk of overspend will be highlighted to the Board as soon as reasonably practicable.

5.4 Baseline Master Schedule and Management Protocols

5.4.1 Roles and Responsibilities

The responsibility for the update and issue of the Programme Master Schedule will be with the PMO Scheduler.

5.4.2 Master Schedule Overview

A Master Schedule has been established. The Master Schedule is based upon the phasing strategy that has been developed following a number of workshops to establish timescales and background information with the appropriate team members.

5.4.3 Master Schedule Update Procedure

The Master Schedule will be updated once a month and this will be carried out by the PMO Scheduler. The Workstream Leads will be accountable for providing the information to enable the Master Schedule to be updated.

All associated reporting will be issued to the Board members in advance to the Board meeting and a monthly primary baseline will be saved for reporting purposes.

5.4.4 Maintenance and Master Schedule Change Control

Any change in the schedule baseline will be subject to a formal change procedure as detailed in Section 5.7.

5.5 Cost Management Protocols

5.5.1 Cost Management Procedures

Based on the established baseline budget, financial reviews at key decision points will be carried out regularly to ensure the Programme can be delivered within the agreed baseline budget and funds are available for the planned expenditure.

Costs will be recorded on the Council's financial system and monitored by the PMO Commercial Manager. Costs will be reported back to the Programme Board on a monthly basis. All the expenditure will be closely monitored including the internal costs to ensure they are in line with the Programme baseline budget.

5.5.2 Budget and Cost Management Overview

5.5.2.1 Baseline Cost

Financial modelling undertaken to date has indicated the Programme requires investment of circa £884m to enable delivery of infrastructure and associated development. There is a current funding requirement of around £688m.

5.5.2.2 Stage 2 Cashflow

A cashflow has been produced by the Council for Stage 2. The total estimated cost for Stage 2 is approximately £2m. Stage 2 expenditure will be monitored on a monthly basis and any changes to the cashflow will be agreed by the Programme Board or in accordance with delegated authority

limits, prior to implementation and a record made of the changes and reason as to their implementation.

5.5.3 Budget Update Procedure

A detailed budget has been produced and a high level phasing and delivery Gantt chart to inform the cashflow. Any changes to the budget will be agreed by the Programme Board or in accordance with delegated authority limits, and a record made of the changes and reason as to their implementation.

5.5.4 Budget and Cost Reporting

Cost reporting will be performed monthly by the Commercial Manager and will include the cost plan, updated final cost estimate, change control register, cash flow, risk register and any value engineering opportunities.

5.6 Risk Management

5.6.1 Context and Purpose

This section defines the processes, guidance and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the delivery of the Programme.

This section details the structure, level of control, risk activities and responsibilities required to support the effective delivery of risk management across the Programme. This will lead to the successful proactive management of risk and to ensure that visibility is encouraged to gain confidence in the Programme, its constituent projects' outputs and understanding their associated risk profile.

5.6.2 Risk Management Overview

In this section risk is considered in terms of both threat and opportunity. The risk management process has been developed in a manner that will facilitate the ongoing management of risk throughout the life of the Programme and will not solely focus on the current stage.

5.6.3 Risk Process

Risk analysis and management is the overall responsibility of the Programme Director/SRO supported by the Programme Manager and PMO. A number of workshops were undertaken during 2019 to identify current risks to the Programme and a Risk Register has been prepared.

The process of analysing and managing risk involves two distinct phases:-

- **Risk Analysis** – Risk analysis can be sub-divided into two factors. Firstly, the identification of risks and qualitative analysis, and secondly, the subsequent quantitative analysis of the risks. An initial qualitative analysis of risk is essential as it brings considerable benefit in terms of understanding the Programme and its problems irrespective of whether or not quantitative analysis is carried out; and
- **Risk Management** – It is essential that the management of risk is not considered as a one off activity as it should be applied continuously throughout the life of the Programme.

5.6.4 Risk Management Toolkit and Activities

5.6.4.1 Risk Register

The Risk Register structure reflects the overall Programme scope. A high level Risk Register has been prepared for the Programme and has been issued to the Council for development during Stage 2.

The standard risk register tool is an Excel document and is intended to be a collaborative risk register to be used for the Programme as a whole. The Risk Register is a key Programme document which provides full details in relation to the description, classification, assessment and mitigation of all risks. The register remains as a live document subject to regular revision as new risks are documented and current risks are managed out.

Individual risks will be regularly reviewed with their owners and the dedicated Programme team and updated as required. This process will provide an ongoing assessment of the risks in the light of Programme development and the impact of control actions taken. The development of the Risk Register is an iterative process and requires sustained effort to fully capture, clear actions, action owners, completion dates and modelling outputs.

5.6.4.2 Risk Dashboard

A dashboard represents an appropriate reporting tool in highlighting particular risks for the Programme Board to review. The purpose of the dashboard will be to provide a snapshot of the risk profile of the Programme in order to prioritise risk events and mitigation / enhancement action. As the risk process is revised and re-iterated through time, the risk dashboard will become a function within the reporting process and will be included into the monthly submission to the Board.

5.6.4.3 Workshops and Reviews

In order to maintain continuous review and communication it is recommended, once the risk structure is established, to schedule the risk and reporting activities required.

5.6.4.4 Quantitative Risk Analysis (QRA)

Once risks have been subject to a detailed impact assessment, QRA modelling can be used to evaluate the expected impacts of risk in terms of cost (QCRA) and schedule (QSRA) at any given confidence level.

5.6.4.5 Risk Register QCRA

Quantitative Cost Risk Analysis (QCRA) will be carried out on the contents of the Risk Register. It will involve scoring individual risks in terms of probability of occurrence and minimum, most likely and maximum risk cost. This will allow for a cost risk exposure to be identified and this process will form part of the risk register reviews, allowing tracking of risk register exposure along the timeline of the project. This method also allows for prioritisation of risks from a financial impact perspective for mitigation actions.

5.6.4.6 Integrated QRA

Developing an integrated QRA approach provides a complete cost risk assessment in a QRA model. This incorporates assessments of the main sources of uncertainty to the Programme and allows for a more robust overview of the cost risk profile of the Programme.

At the early stages of a Programme complete QRAs are usually undertaken following significant change, the introduction of key elements or in line with key approval gateways. As the Programme progresses QRAs will become more regular in line with the Programmes's specific requirements.

5.6.4.7 QSRA

Quantitative Schedule Risk Analysis (QSRA) will be undertaken on the Master Schedule using the risk register. The main objective of a QSRA is to review the Master Schedule, discuss the uncertainty surrounding activities, setting sensitivities to activity durations and introducing risks from the risk register by attaching them to appropriate activities in the plan. Risks are analysed for probability of occurrence and minimum, most likely and maximum schedule impact. Using Primavera Risk Analysis software, the analysis will identify the confidence of meeting milestones and the expected end date when risks are taken into account on top of the Master Schedule.

At the early stages of a Programme complete QSRA's are usually undertaken following significant change to the Programme or in line with key approval gateways. As the Programme progresses QSRA's will become more regular e.g. quarterly or in line with the Programme's specific requirements.

5.6.5 Roles and Responsibilities

Table 5.2 below outlines the key roles and responsibilities of risk management across the Programme:-

Table 5.2 – Risk Management Roles and Responsibilities

Role	Responsibilities
Programme Manager	<p>Establishing and taking overall ownership of the Programme's risk management process. Is ultimately accountable for identifying and managing all risk to the Programme whilst ensuring it is managed throughout in line with the process.</p> <p>As owner of the Programme level risk register, is responsible for:-</p> <ul style="list-style-type: none"> ▪ Its monthly review; ▪ The quality of the information within the register; ▪ Ensuring that workshops are suitably attended by appropriate disciplines (e.g. commercial, technical, finance etc.); ▪ Assigning risk and risk treatment owners and ensuring their effectiveness in managing risk. <p>Manages the risk escalation process including reporting key risks to the Programme Board.</p>
PMO Risk Manager	<p>Responsible for the technical direction and effectiveness of the risk management process. Duties include:-</p> <ul style="list-style-type: none"> ▪ Facilitate monthly risk reviews; ▪ Updating and maintenance of the Risk Register; ▪ Provision of all Quantitative Risk Analysis (QRA) activities; ▪ Report concerns regarding risk levels and risk management to the PMO Lead as appropriate or at risk forums;

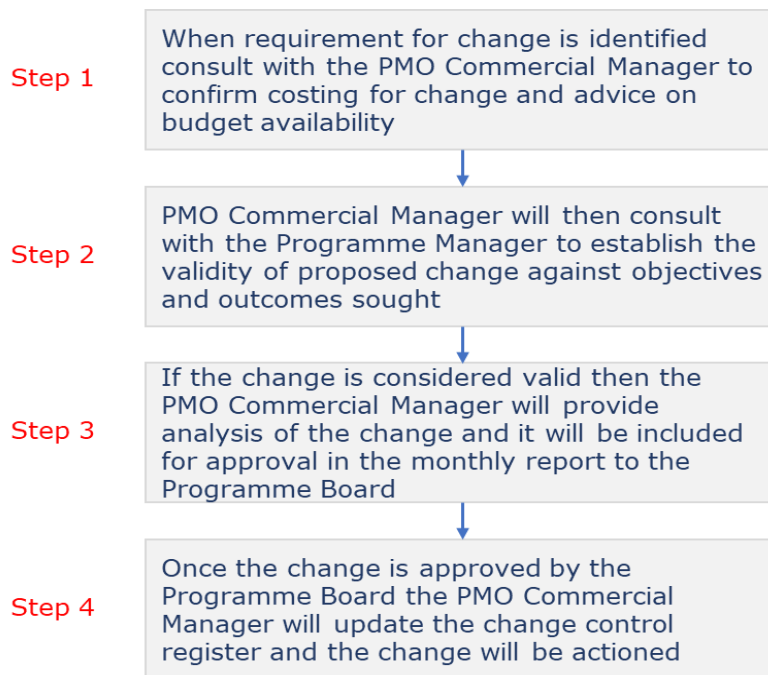
Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Produce monthly risk reports and register archives; and ▪ Build and maintain a risk management culture within the Programme through communication and close working relationships.
Workstream Leads	<p>Responsible for informing the PMO Risk Manager or risk register owner of any potential risk associated with the Programme and any subsequent updates as required including providing supporting risk treatment actions.</p> <p>Attendance at risk workshops / forums as appropriate.</p>
Risk Owners	<p>Accountable for managing individual risks assigned to them and therefore responsible for:-</p> <ul style="list-style-type: none"> ▪ Agreeing responses to manage risk levels; ▪ Delivery of assigned actions to reduce threat or realise opportunity, maintaining awareness of and meeting action due dates; ▪ Monitoring risk treatment performance; ▪ Reporting progress on a regular basis or at monthly review workshops; ▪ Escalating risks to the PMO Risk Manager where they feel they have insufficient authority or ability to effectively manage a particular risk; ▪ Inform the PMO Risk Manager of any situation where dates will not be met and provide updated delivery timescales; ▪ Attendance at risk workshops / forums as appropriate.

5.7 Change Management

5.7.1 Change Management Procedure

Change control relies upon accurate identification and assessment of the proposed changes at the earliest possible stage. The implications of changes must be considered relative to the Programme. A Change Register will be maintained and used for Board approval in advance of committed expenditure. The steps of the internal change procedure to be adopted in Stage 2 are as follows:-

Figure 5.5 – Change Management Procedure



5.7.2 Roles and Responsibilities

Table 5.3 – Change Management Roles and Responsibilities

Role	Responsibilities
Programme Director	<ul style="list-style-type: none"> ▪ Seek approval of changes at Programme Board level
Programme Manager	<ul style="list-style-type: none"> ▪ Establish and agree what is an acceptable change ▪ Clearly identify what the change is ▪ State the reasons for the change ▪ Identify Change Originator and Change Owner ▪ Monitor and identify changes / potential changes
PMO Commercial Manager	<ul style="list-style-type: none"> ▪ Prepare costing for changes ▪ Review and verify costs once submitted by the relevant party ▪ Confirm funding source and availability of funding ▪ Update the change control register ▪ Control and report status of changes ▪ Monitor and identify changes / potential changes ▪ Compile supporting documentation

Role	Responsibilities
Workstream Leads	<ul style="list-style-type: none"> Monitor and identify changes / potential changes

5.8 Stakeholder & Communications Management

5.8.1 Stakeholder Management Plan

A Stakeholder Management Plan will be developed for the Programme at the commencement of Stage 2.

Stakeholder management is a critical part of managing the Programme as stakeholders have influence over both the criteria by which the success of the Programme can be judged and the relative values within the Programme. Two leading causes of Programme failure are insufficient involvement of stakeholders and infrequent communication with sponsors and other key stakeholders.

Activities undertaken within the stakeholder management process during Stage 2 will include:-

- Identification of stakeholder organisations and key stakeholders / decision makers through the process of stakeholder mapping;
- Analysis of the stakeholders to understand their influence and position in relation to the Programme;
- Strategy & planning in order to minimise risk and maximise opportunity. Content and timing of communication with stakeholders is key and will be influenced by key milestones on the Programme Master Schedule;
- Implementation, engagement and review including the production of stakeholder specific communications materials / presentations and the implementation of reporting and reviewing procedures;
- Evaluation following review in order to identify positive engagement, learn lessons where necessary and amend methods of communication; and
- Recording and monitoring stakeholder requirements throughout the lifecycle, assigning tangible actions and deadlines for completion with the aim of maximising overall stakeholder satisfaction.

5.8.2 Stakeholder Identification

A detailed stakeholder identification exercise will be carried out as part of the Stakeholder Management Plan to be developed during Stage 2. At present a number of key stakeholders have been identified and these are set out in Table 5.4 below:

Table 5.4 – Preliminary Stakeholder Identification

Stakeholder Group	Stakeholder
Public Body	Scottish Futures Trust
Public Body	National Galleries Scotland

Stakeholder Group	Stakeholder
Public Body	National Museums Scotland
Government	Scottish Government
Educational establishments	Edinburgh College
Educational establishments	Local primary schools
Health	NHS Lothian
Development	Port of Leith Housing Association
Development	Link Housing Association
Development	Places for People
Transport	Lothian Buses
Transport	Transport for Edinburgh
Transport	Edinburgh Tram
Community	Local residents
Community	Elected Members
Community	Community Councils
Community	Community organisations and local groups
Sport	Spartans Football Club
Community	Blue Light Services
Utilities	Various
Retail	Existing local businesses
Internal	Council's internal stakeholders

Stakeholder Group	Stakeholder
Community	North West Waterfront Working Group
Community	Local businesses and leaseholders

5.8.3 Stakeholder Communications & Engagement

5.8.3.1 Objectives

The objectives of the stakeholder communication strategy are as follows:

- Work collaboratively with the community, partners and private sector to deliver a programme of meanwhile uses over the next 12-36 months aimed at empowering local people, creating affordable work and creative space and building the brand around vision based on the key principles and character areas within the Development Framework.
- Ensure stakeholders are provided with timely, up-to-date information about those aspects of the Programme affecting them;
- Ensure stakeholders are given appropriate opportunities to provide comment into the timing, phasing and scope of the Programme;
- Ensure the consultation activities for inputting into Programme design development is clear, open, accessible and transparent;
- Ensure that all information which is relevant to stakeholders is provided as soon as possible; and
- Ensure, where possible, any conflict is avoided through open and transparent communication.

5.8.3.2 Outline Communication Strategy

Following on from the stakeholder identification and analysis stage, a stakeholder communication strategy will be developed to define how effective communication will be used to engage with each stakeholder group. Key aspects of the strategy will include:

- Acknowledgement and active monitoring of the concerns of all legitimate stakeholders, taking their interests appropriately into account in decision making and operations;
- Adoption of processes and modes of behaviour that are sensitive to the concerns and capabilities of each stakeholder;
- Development of a communications governance structure to define ownership and responsibility for communications across the Programme; and
- Recognition of interdependency among certain stakeholders taking into account their respective risks and exposures.

Dependant on the outcome from the stakeholder analysis each stakeholder shall be afforded a communication strategy tailored to their requirements. Although each stakeholder does command a bespoke approach, for stakeholders with similar requirements aspects of the communication strategy will be more efficiently implemented within groups. Table 5.5 below shows how the stakeholders will be communicated with at varying levels.

Table 5.5 – Stakeholder Communications

Engagement Strategy	Management Approach	Methods of Communication
Manage Closely	Full engagement and sharing of information. Learn what is important to them and how the Programme may affect them and seek to minimise negative impacts where possible. Make every effort to satisfy their requirements. Actively seek their support.	One to one briefings. Regular meetings. Events – seminars, workshops, etc. Discussion forums. Written briefings.
Keep Satisfied	Careful monitoring to assess changes in their level of interest. Understand what is important to them and how the Programme / projects may affect this.	Presentations. Road shows. Events. Discussion forums.
Keep Informed	Use positive stakeholders as allies. Share information and involve them. Maintain their support for the Programme. Manage negative stakeholders appropriately as they can drain resources in their demand for information.	Presentations. Road shows. Newsletters. Website. Articles in industry publications.
Minor	Monitor these stakeholders to determine if their level of interest or influence changes. Minimal effort required to communicate at key milestones.	Website. Newsletters. Press releases. Ad hoc meetings.

The Stakeholder Management Plan will be regularly reviewed and will be used as a management and reporting tool.

5.8.4 Communications and Engagement Methods

From the table above, the following reporting techniques will be used to communicate with each stakeholder dependant on their requirements:

5.8.4.1 Stakeholder One to One Briefings

To be used for information that is relevant to a specific stakeholder, or for confidential information to be communicated to a stakeholder. To be used where there is a clear message to be conveyed with no space for ambiguity.

5.8.4.2 Stakeholder Regular Meetings

To be held with key stakeholders whose interest in the Programme is high and who stand to be impacted not only by the end outcome but also the ongoing works. Regular meetings provide opportunity for these stakeholders to air opinions and gain information, allowing for actions to be set and completed prior to the next meeting in the cycle.

5.8.4.3 Workshops

Open sessions that encourage collaboration. Useful during Stage 2 set up as it invites an open discussion and often serves to bring to the fore issues and concerns that otherwise would not be aired.

5.8.4.4 Discussion Forums

Discussion forums are to be used to communicate to a group of stakeholders who share similar interests in the Programme. This serves to ensure that although many parties may be represented, there is not an overwhelming difference of opinion which might hinder progress. To be arranged as and when required.

5.8.4.5 Presentations

To be communicated when a specific piece of key information needs to be delivered. This may be around particular milestone / phase in the Programme or issue arising. A presentation can involve numerous stakeholders or several representatives from the same stakeholder. Formal question and answer will be encouraged but not full discussion.

5.8.4.6 Newsletters

To be used for communicating updates to parties whose interest determines they should be kept informed on Programme progress, such as local residents and small businesses.

5.8.4.7 Email / Written Communication and Website Updates

Subject to full compliance with GDPR the existing email contact database for the Granton Waterfront Programme will be utilised and updated. In addition, to ensure that the practical information is readily available to the desired target audience the following will be used:

- Face to face communications;
- Council website;
- Social Media; and
- Information boards in community centres.

5.8.4.8 Social Media

The timing of the setup of social media platforms will be driven by the key decisions and information brought forward by the Council with regards to the Granton Waterfront Programme. Due care and attention will be given to the content and timing of all information issued via social media to the general public.

5.8.4.9 Press Releases

Stories commanding media interest are to be determined and communicated via the Council's communication team.

5.8.4.10 Ad-hoc Meetings

Ad-hoc meetings will be called to deal with any issues that arise that either concern a stakeholder or stakeholders not in regular direct contact, or are of an urgent nature and requiring to be dealt with prior to the next scheduled meeting.

5.9 Safety, Health, Environment & Quality (SHEQ)

5.9.1 Health & Safety

The management of Health & Safety will be carried out on a project-by-project basis following the Construction (Design and Management) Regulations 2015 (CDM). As the Programme develops this section of the PDP will be updated accordingly.

5.9.2 Quality

Quality Management will be conducted on a project-by-project basis through a quality system that complies with the requirements of ISO 9001:2015. As the Programme develops this section of the PDP will be updated accordingly.

5.9.3 Environmental

Environmental Management will be conducted on a project-by-project basis ensuring that all parties working on the Programme have in place a documented policy that adheres to ISO 14001:2015. As the Programme develops this section of the PDP will be updated accordingly.

5.10 Design Management

5.10.1 Overview

Design management is the application of project management principles to the design phases of a Programme to ensure that the design is optimised, fully meets the brief and is advanced to support achievement of the overall Programme objectives and thus safeguarding the design principles set out in the Development Framework.

Design management activities will be conducted on a project by project basis. As the Programme develops this section of the PDP will be updated accordingly.

5.11 Document Control & Information Management

5.11.1 Document Control Governance

At the commencement of Stage 2, a common data environment (CDE) will be established for the purpose of sharing and managing Programme information and documentation.

5.11.2 Naming Convention

The following naming convention will be followed when generating information documents: -

Table 5.6 – File Naming Convention

Revision Date	Project Code	Document Type	Document Name	Revision	Status
yy.mm.dd	Every project will be assigned an ID code for the	DR – Drawing RP – Report MI – Minutes	As required	See footnote	See section below

Revision Date	Project Code	Document Type	Document Name	Revision	Status
	purpose of information control	MS – Method Statement RFI – Request for Information CO – Correspondence SP - Specification			

6 Way Forward

A number of key activities, mapped into the workstreams identified in this PDP, will need to be completed during Stage 2. These are set out in more detail below.

6.1 Business Case Development Workstream

The next stage of Programme development (Stage 2) will be focussed on delivering an Outline Business Case (OBC). This will involve key activities being carried out in order to support the analysis in the OBC and to ensure the proposed development maintains momentum through meanwhile uses, early action projects and good communications and stakeholder management.

Key tasks have been identified that are required to be undertaken at Stage 2 in order to prepare the OBC for the Granton Waterfront Programme. Four separate workstreams will be established and each of the tasks have been mapped to these workstreams. In addition to the further technical studies, more detailed design work, and development of strategies required to refine the inputs into the OBC at the next stage, there are also key OBC deliverables required at Stage 2 and these will be managed by the Programme Manager. Key deliverables include:-

- Capital Cost Plan update and LCC update;
- Capital finance model update;
- The development of a comprehensive Procurement & Funding strategy for the Programme building on the work set out in the Project Cashflows section of this PDP;
- Market testing the emerging procurement and funding strategy with investors, developers and housebuilders;
- Social and Economic Impact Appraisal;
- Outline Business Case drafting; and
- PDP update.

6.2 Development and Regeneration Workstream

6.2.1 Plot viability testing

The masterplan for land in council ownership has provided high level information which has allowed for a cost plan to be produced for each plot. The current financial modelling has been undertaken to provide an overarching financial model to assess Programme cashflows in line with assumptions outlined in Section 4.

Stage 2 should allow for further financial modelling to help identify and secure funding requirements for the delivery of phased packages of works. This should take into account any further technical outputs and updated cost plans.

6.2.2 Delivery of Western Villages

A number of Early Action projects have been identified to enable the Council to continue to work collaboratively with the community and other stakeholders on meanwhile uses and capacity building to allow existing and new initiatives to flourish where viable.

The most south western plot within the masterplan boundary is known as Western Villages. This plot stalled development in 2008 with around 759 homes having been completed to date. Within this plot, there is still capacity for around 350-400 homes. The plot is separated from the rest of the development area by Forthquarter Park.

The main objectives of this early action project are:

- Accelerate delivery of homes within the Development Framework area;
- Gain public confidence in the wider regeneration by completing unfinished plot previously stalled by economic recession;
- Set quality and design benchmark for wider development area;

To date, there have been a number of actions undertaken to progress delivery of homes on the Western Villages site, including:

- Review and assessment of available frameworks to deliver homes via design and build contract undertaken;
- Capacity study and high-level outline design completed;
- Additional technical studies scoped and priced; detailed SI, tree survey, ecology survey.

The next steps required to be undertaken for Western Villages within Stage 2 of the Granton Waterfront Programme include:

- Engage planning pre-application advice service;
- Commission additional studies;
- Progress procurement of design and build contractor through Lot 2 of Edinburgh Council House Building Framework; and
- Submit PAN application following approval of Development Framework at Planning Committee in December 2019.

6.2.3 Partnership with RSLs

Link, Port of Leith Housing Association (PoLHA) and Places for People have over 700 homes either under design or construction within the Granton Waterfront area. There is likely to be potential for RSL partners to deliver more homes. .

Council officers will work with RSL partners throughout Stage 2 to align future strategy and to scope out the potential for sites to feature in RSL business plans.

6.2.4 Listed Buildings and Structures Strategy

Objectives

Retain and enhance, where possible, the following listed buildings and structures to strengthen the identity of Granton through its unique history and heritage:

- Gas Holder;
- Old Railway Station Building;
- Madelvic House;
- Madelvic Car Factory;
- Granton Castle Walled Garden; and
- The Lighthouse.

Work done to date

The Council have secured £1m Scottish Government Town Centre Funding to invest in the old station building to make it wind and watertight and bring this building back into the community in line with Development Framework.

Next Steps

- Secure funding in line with end users;
- Creating affordable space in line with the Learning & Work Strategy and Culture Strategy;
- Ensure use fits with Development Framework principles;
- Marketing and promoting opportunity for investors/operators; and
- Council objectives for Gas Holder to be developed and competition to secure an Operator for the Gas Holder required to be designed in line with these objectives.

6.3 Enabling & Infrastructure Workstream

6.3.1 Ground investigation and decontamination strategy

While detailed site investigations have been carried out, further interrogation and market research will be required to refine the remediation cost and define a suitable remediation strategy that reduces the environmental impact (landfill and associated transportation of contaminated materials) and provides a value for money approach.

Provision has been made in the budget estimate for Stage 2 to engage a suitably qualified advisor and contracting organisation to work with the Council and its advisors to develop a more cost effective strategy for decontamination.

6.3.2 School & Healthcare Facility

It is envisaged Granton will deliver a new learning environment that will challenge the current expected norms of education buildings. It is anticipated a programme of uses can be co-located with the Primary School to provide a community campus that is well integrated with housing and accessible to the wider community. Further discussion, investigation, consultation, design work and cross department partnership working will be required to bring this vision for a community hub to fruition and challenge the school operating model.

6.3.3 Coastal Park and Gasholder public realm – Preliminary Design

This area will require a unique set of design expertise that should bring together flood experts and landscape architects. It is envisaged these areas which will meet at West shore Road will be high quality public realm and provide an outdoor destination for the city. As such further design of this area should be carried out to ensure that the cost information is fully known, and a high-quality design is delivered.

6.3.4 Waterfront Broadway and Waterfront Avenue Connection

Connecting the main east-west and north south arteries via the rear of the Scottish gas headquarters will be investigated during Stage 2.

6.3.5 Environmental, Habitat and Ecology Strategy

The 2005 Act requires Scottish public bodies or those exercising functions of a public character (Responsible Authorities) to undertake a Strategic Environmental Assessment (SEA) when preparing plans, if it is likely to have significant environmental effects. This applies to plans with significant positive or negative environmental effects.

A Habitats Regulations Appraisal (HRA) is required for all plans deemed likely to have an adverse effect on a protected 'Natura 2000' site. Natura 2000 is the Europe-wide network of protected sites developed under the European Commission's Habitats Directive (Directive 92/43/EEC) and Birds Directive (79/409/EEC).

The main objectives of undertaking an HRA and SEA is to ensure the relevant mitigative measures are put in place to prevent undue harm or disruption to the environment, habitats or ecology of the site.

An HRA screening has been undertaken and will be concluded in early 2020. The screening has identified the relevant protected European sites that may potentially be affected by the Development Framework and sets out the qualifying species of the relevant Natura sites. The screening will also include analysis of how the Development Framework's proposals may affect the achievement of the European sites conservation objectives and consultation with Scottish Natural Heritage (SNH).

The next steps required to be undertaken to conclude the HRA:

- Scoping of the appropriate assessment;
- Consideration of mitigation measures required;
- Sign off from SNH on HRA and/or update to Development Framework; and
- Undertake SEA screening, preparation of report and submission to SEA gateway.

6.3.6 Energy Strategy

A comprehensive energy strategy will be developed during Stage 2. This will explore innovative technological opportunities to support the diverse needs of the Granton area and varied users; commercial, education, residential, retail and public.

Drawing on examples such as Oslo and Copenhagen where energy production is a key aspect of infrastructure capability, Granton will investigate multiple renewable, low and net zero carbon energy sources and capitalise on the growing, and in some cases world leading, expertise in the field, such as:

- Heat from Waste;
- Tidal turbines;
- Geothermal;
- Micro Hydro;
- Solar Energy Centre; and
- Wind turbines.

It is likely the continual evolution of an Energy Strategy for Granton will draw together complimentary approaches which can deliver an holistic energy infrastructure to meet the needs of the community of users.

6.3.7 Construction Phasing Strategy

As discussed in Section 3 the Construction Phasing Programme has been developed through a number of meetings with the project team. Although the overall delivery schedule for the Programme cannot be finalised at this stage, as the Procurement & Funding Strategy is yet to be

developed, the phasing strategy is based on information that is currently known and a number of assumptions underpinning this.

During Stage 2, the 'infrastructure first' approach will be refined and developed to inform the OBC, with soft market testing carried out to assess market appetite for investment in Granton aligned to the delivery of strategic outcomes.

6.3.8 Site assembly; leases; CPO; site management; factoring

During Stage 2, the Council's estates team will continue to undertake site management which will include existing leases on land and property and new short term lease associated with meanwhile uses alongside factoring and water monitoring.

There will be a continued focus on site assembly. A CPO strategy requires to be further developed building on the work of the district valuer report of May 2019.

6.3.9 Framework review and update

As part of the Stage 2 technical and design works, there will be a requirement to continually review and update the Framework and cost plans. This will be particularly pertinent in response to works carried out in the Enabling and Infrastructure workstream.

There may also be a requirement during Stage 2 to review and update the Framework in response to partner organisations proposals such as Edinburgh College, NMS and NGS who's design and development are instrumental to the overall success of the 'Place'.

6.3.10 Station Building Refurbishment

Granton station is a listed building which has fallen into disrepair. This building was purchased by the Council in 2018 as part of the overall purchase of the Forthquarter site.

The renovation of the station building is expected to commence in mid 2020 with the help of £1million of town centre funding. This will provide a range of community and commercial spaces , it is important engagement on future uses/occupants is carried out to ensure this key public area and heritage asset is re-imagined in line with the vision.

The main objectives of this early action project are:

- Retain a valued part of the history and heritage of Granton through investment in the station building for the former gas works; and
- Carry out core refurbishment works to the building allowing for subsequent investment by end user to bring the building back into use.

The works being undertaken are generic and do not restrict the future use of the building. Asbestos has been removed from the building and work is underway to clear the grounds.

Initial discussions have taken place with Planning and Procurement regarding the station building. Funds must be committed by the end of 2019/20. Kier group have been appointed through the Scape framework to take forward the design and refurbishment.

6.3.11 Edinburgh Colleges Construction Centre for Excellence

Edinburgh College have secured £100k from the funding council to develop a business case for a new construction centre of excellence. It is envisaged this new facility will bring together the traditional trades, currently taught in West Shore trading estate, with new technologies. It is the

college's ambition to site the facility close to the current Edinburgh College building to create a learning campus.

Detailed appraisal of the surrounding land available will be required to ensure a suitable site is chosen and disposal of this land will need to be considered in the wider business case. Collaboration with Edinburgh College throughout the drafting of the OBC will be required to ensure delivery of a joint vision and a scheme that complements the adjacent and wider site.

6.3.12 Relocation Strategy

The removal of existing industrial space from Granton Waterfront is consistent with the vision for the area as established by the LDP. There is however a desire to retain commercial activity and resultant economic benefit within Granton with the creation of significant numbers of local jobs. This also enables the release of land for residential led redevelopment.

The relocation strategy will identify which existing commercial elements could be retained within the new masterplan and what requires to be relocated and costs associated with this.

Work done to date

The District Valuer (DV) was appointed and produced a report on their assessment of long term lease and ownership values. Cushman and Wakefield were appointed in 2019 to feed into the Development Framework and advise on the allocation of commercial space for the masterplan. This involved the preparation of a demand assessment.

During Stage 2 a Relocation Strategy will need to be produced that:

- Considers the needs of the affected businesses and assessment of current occupiers within development zones to be retained;
- Establishes timeframes for vacation of current occupiers not to be retained in the development area in line with the phasing strategy and funding strategy;
- Identifies possible future sites under the Council's current or future ownership that provide relocation opportunities and take into consideration relocation difficulties in line with the LDP for industrial provision; and
- Updates acquisition, relocation and CPO costs from the DV within the funding strategy.

6.3.13 Social Bite Relocation

Social bite has a 5 year lease until June 2022 and Planning approval for 11 temporary accommodation units and a community hub on the plot of land adjacent to the Granton Castle Walled Garden. This plot of land is designated for 98 new homes and commercial ground floor uses within the Granton Waterfront Development Framework masterplan.

During Stage 2, the Council will engage with residents of the Social Bite village and work with Social Bite and other partners to maximise opportunities for homeless people to secure permanent housing, training and employment opportunities through the regeneration programme.

6.4 Transport Workstream

6.4.1 Transport Options Appraisal

The Council recently commissioned the Edinburgh Strategic Sustainable Transport Study (ESSTS). This study considered the case for the development of transit across ten key corridors and concluded that there are four corridors for which high capacity public transport should be considered further, including Granton.

Building on the ESSTS and recent publication of the City Mobility Strategy a transport options appraisal is required during Stage 2 to explore the options available to enhance connectivity between Granton Waterfront and the City Centre to support the regeneration and enhance the attraction to Granton as a place to live and work.

In broad terms any appraisal will need to examine in more detail the detailed feasibility of a high capacity public transport route to Granton. A high-level "STAG" based assessment, building on ESSTS (and with reference to previous STAG work on the corridor where appropriate) will help identify a preferred mode and route choice across both south and northern sections.

Details of any future appraisal are currently being developed but it is likely the appraisal will need to address possible alignments; technical feasibility; programme; deliverability; environmental impacts; passenger demand; costs; and economic benefits. Phasing of any high capacity public transport will also need to be considered as will the wider impacts on the public transport network. Throughout the appraisal process, engagement will be necessary with all key stakeholders.

6.4.2 Active Travel

In recent years, national policy and guidance in Scotland has focussed on delivering key aspects of placemaking. From a transport perspective this includes promoting active travel to animate streets and provide sustainable transport options.

The Granton Waterfront Development Framework sets out proposed active travel routes within the framework boundary that will enhance and link up with the wider active travel network within the city. Key streets and strategic routes have been planned to prioritise walking and cycling.

The development and implementation of the Active travel strategy in Granton will need to include:

- The design of residential streets within plots to prioritise walking and cycling;
- The provision of local amenities across site to minimise need for travel;
- The provision of walking and cycling routes to fill gaps in current network;
- The incorporation of safe and secure cycle storage within homes and on street; and
- The provision of bike hire schemes to be sited at key locations and transport hubs

6.4.3 LDPAP S75

The Action Programme accompanies the adopted Edinburgh Local Development Plan (LDP). Section 21 of the Planning etc. (Scotland) Act 2006 requires planning authorities to prepare an Action Programme setting out how the authority proposes to implement their LDP. The LDP Action Programme was updated in January 2019.

<https://www.edinburgh.gov.uk/downloads/file/25280/january-2019>

A large number of transport actions are outlined within this. S75 contributions have been included within the financial modelling carried out as part of this PDP but should be reviewed in line with the developing masterplans for the area.

Below tables highlight S75 transport actions for Granton Waterfront area (2019)

City of Edinburgh Council
Granton Waterfront Programme

ii. - NORTH WEST LOCALITY							
West Granton Road.	Segregated Cycleway (2 way), new toucan/puffin crossings.		£1,200,000	£1,470,000		Place Development	2025/26
Muirhouse Parkway/Pennywell Road Roundabout.	Replace roundabout with signals, to aid pedestrians and cyclists.		£575,000	£704,375		Place Development	2023/24

LDP ACTION	FURTHER DETAILS	Breakdown cost	Baseline Cost (ICC)	Total COST / FUNDING	AGREED FUNDING	OWNER	DELIVERY
Granton – north south route through National Galleries development to the Shore.	Path A: 3.5m wide tarmac path (40m length): £10,000/ Lighting Path A: £2000.		£75,000	£91,875		Place Development	2027/28
	Path B: 3.5m wide tarmac path (120m length): £30,000 /Lighting Path B: £8000.						
Complete link next to school site at Granton.	120m of shared use footway at 4m wide.	£35,000	£50,000	£61,250		Place Development	2025/26
	140m of footway widening to achieve 4m width.	£10,000					
Lower Granton Square public realm.	Path Granton Crescent Park – path widen and new ramp.		£2,300,000	£2,817,500		Place Development	2024/25
Promenade link to Granton Harbour.	Upgrade path to 6m tarmac path and sea wall in 4 sections.		£800,000	£980,000		Place Development	Coastal Section – no timescale
	Extend coastal path from completed section to SW corner of Granton Harbour – no timescale for delivery. 3 phases of shared use cycle/pedestrian path along northern side of W Harbour Road with associated traffic calming W Harbour Road. Phases proceed east to west.	no costing Phases 1-3: £80000					W Harbour Road Phase 1 – 2018 Phases 2 & 3 – tbc

LDP ACTION	FURTHER DETAILS	Breakdown cost	Baseline Cost (ICC)	Total COST / FUNDING	AGREED FUNDING	OWNER	DELIVERY
Forth Quarter Park to Promenade.	Widen footway along West Shore Road for shared 'segregated' shared use footway – widen by 2m for 130m.		£75,000	£91,875		Place Development	With development of Forth Quarter north section – no date set.
Waterfront Avenue to Granton Rail path T7.	LDP Safeguard.		To be developed as an integral part of development			Place Development	Safeguard
West Granton Road/Crewe Road North.	Traffic signals.		£158,952	£194,716		Place Development	Phase 2 junction 2022/23
Ferry Road/ Inverleith Row Junction.	Minor junction improvement. SVD equipment.		£2,723	£3,336		Place Development	Phase 2 junction 2022/23
Crewe Toll Roundabout.	Junction improvement.		£6,950,000	£8,513,750		Place Development	Phase 1 junction 2021/20
Ferry Road/Granton Road.	Junction improvement.		£41,678	£51,056		Place Development	Phase 2 junction 2022/21

6.4.4 Granton Square upgrades

Granton Square acts as a key urban anchor for east west travel and provides an opportunity to create a transport hub. To date improvements to Granton Square pedestrian crossings have been investigated including:

- Traffic and pedestrian movement surveys carried out December 2017;
- Pedestrian Crossing Assessment, data recorded in December 2017 was used to carry out PV2 assessments (standard pedestrian crossing assessment used to determine crossing demand) at each arm and central zones of the Square (apart from Zone A as the installation of a new signalised crossing facility was already programmed to be undertaken). The results concluded that only Zone D would meet pedestrian crossing priority criteria for an uncontrolled crossing improvement; and
- Sketch outlines the potential improvements investigated in response to the surveys undertaken.

It was agreed in October 2019 at Transport and Environment Committee that Granton square should be incorporated into the remit of the Granton Waterfront regeneration.

For Granton Square to be fully realised as an East West transport hub further studies and designs will be required during Stage 2 to ensure the square:

- Incorporates a segregated cycle route to provide link between promenade and existing cycle route on Lower Granton Road;
- Incorporates provision for a tram route; and
- Acts as a transport hub for a range of transport modes.

6.4.5 Pennywell Road De-dual

Aecom were appointed by the Council in 2018 to carry out an urban design and scoping exercise for the de-dualling of Pennywell Road. Pennywell Road forms an important part of the ongoing

regeneration of Pennywell / Muirhouse and a key link into the future regeneration of Granton Waterfront.

It is currently within the capital resurfacing programme, this work has been postponed to allow for a longer term design solution which will aid connectivity between surrounding communities and the wider area. The current scope looks at connections from the red bridge on Ferry Road along to and down Pennywell Road. Current design allows for:

- De-dualling of Pennywell Road, reducing the existing carriageway from four lanes to two lanes;
- Segregated cycleway from the red bridge along the grass verge on Ferry Road and down Pennywell Road, tying in with the improvements to the Pennywell/ West Granton Road roundabout; and
- New linear park down Pennywell Road which provides for SUDS in the form of rain gardens, swails etc.

Aecom provided five options to achieve the above ranging from a basic design to a gold standard.

Consultation was carried out in 2018 and the community were in favour of the proposals to de-dual this road. Further consultation and work will need to be undertaken as part of Stage 2 including:

- Establishing the extent of funding still available within Councils Capital Programme for current upgrade work as this will provide match funding element of future Sustrans bids;
- Reviewing Aecom's design and scoping exercise; and
- Appointing a consultant to carry out further design on preferred option, tying in with current active travel and cycle route priorities for the city and Community Links bids.

6.4.6 Lower Granton Road – TIA

During the three main stages of consultation to produce the Development Framework for Granton Waterfront, concerns were shared by community members around the narrow width and congestion on Lower Granton Road. There was a particular emphasis on finding a solution to this raised on all occasions by representatives from Wardie Bay Residents Group. While this is an existing problem, concerns were also raised regarding any future negative impact from the proposed regeneration which would make the situation worse.

The Council have recently completed a new cycleway on the northern carriageway of Lower Granton Road. This connects with existing provision to the east near Newhaven which connects Leith.

During stage 2 of the Programme, a traffic impact assessment of the proposed regeneration should be carried out. This should include further engagement with Wardie Bay Residents Association.

6.4.7 Transport hubs

Public transport will be at the forefront of the Delivery Plan area and will need to focus on capitalising on the proposed transport improvements through the Delivery Plan area by creating innovative central hubs around key interchanges where onward connectivity by sustainable modes is prioritised.

Two key locations within the Granton Waterfront Development Framework area, Waterfront Broadway and Granton Square, have been identified as suitable locations for Transport Hubs.

These 'hubs' should integrate various modes of transport together creating key interchange points for all users.

One area which has been identified as a potential location for this type of facility is on Waterfront Broadway in proximity to the junction with Waterfront Avenue close to the existing Morrison's Supermarket, Edinburgh College Granton Campus and the former Granton Rail Station Building.

Granton Square is also identified as a Transport Gateway into Granton Waterfront. Public transport and active travel would be prioritised along Harbour Road and Lower Granton Road leading to the square, including for the safeguarded MRT route.

Further studies and designs will be required during Stage 2 to fully scope the opportunity to provide hubs in these locations and should look to incorporate facilities such as Public Transport stops, EV Charging Points, Parcel Collection Lockers, Cycle Parking and Hire Stations as well as public toilets, information boards, Wi-Fi and cafes.

6.5 Culture, Learning & Work Workstream

6.5.1 Align strategies with Partner Organisations

A Strategic Public Sector Partnership Board has been established to align strategies to the vision. The Council, Edinburgh College, National Galleries Scotland, National Museums Scotland, Scottish Government and Scottish Futures Trust form this Board which meets bi-monthly and is chaired by the Council's Chief Executive.

6.5.2 Learning & Work Action Plan

A Learning & Work Strategy has been developed during 2019 to create an integrated place-based approach focused on learning to support the regeneration of the Granton Waterfront site and the surrounding communities that will:

- Create environments for learning that are welcoming and open to all learners, easily identifiable, and responsive to both children and adults' needs and ambitions;
- Actively seek ways to connect learning experiences between each learning environment through collaboration, partnership working and use of technology;
- Provide opportunity for local school pupils to learn in a range of environments – including work and other schools – to expand their experiences and access to learning;
- Encourage collaboration and strong links between partners to tailor learning to cater to the needs of individuals and target skill requirements for city region economy;
- Increase participation in adult learning / literacy programme in the community;
- Create dedicated space for local innovation and entrepreneurialism within Granton community to promote ambition and opportunity; and
- Maximise the value of investment by institutions and private organisations in Granton in terms of skills, work and learning opportunities.

Next Steps

A Learning & Work Strategy for Granton Waterfront has been developed. This document contains a range of actions that have been developed with the appropriate lead to take them forward. Next steps include:

- Establishing a Steering Group for Learning Strategy that has representatives of key learning partners to develop collaborative opportunities between partners and oversee deliver of actions contained within Strategy;
- Implementation of the action plan associated with the Learning & Work Strategy; and
- Input into procurement strategies to ensure community benefits are delivered.

6.5.3 Culture Action Programme

A Culture Strategy has been prepared in response to the ambition to deliver culture led regeneration at Granton Waterfront. It has been developed by Scottish Futures Trust (SFT) in partnership with City of Edinburgh Council's housing, culture and lifelong learning teams and in consultation with North Edinburgh Arts, Creative Scotland and Creative Carbon Scotland.

The objectives of this strategy are:

- Creativity and culture will be embedded within the Granton Waterfront development. The local community (in new and existing neighbourhoods) actively participate in developing and delivering a range of cultural activities across the community;
- The Waterfront is a visitor destination where people can experience a vibrant, locally rooted cultural scene that supports jobs, social capital, health and wellbeing;
- Granton Waterfront is a development that has artistic practice at its heart and is regarded as an exemplar development in the UK that creates affordable and accessible spaces for creative industries including start-up businesses, social enterprise and entrepreneurship;
- Social capital generation to reduce inequalities, support social inclusion and, in turn, enhance health and wellbeing as a result of creating networks of relationships based around arts and culture;
- Successful delivery of all aspects of the Culture Strategy through the establishment of a well-supported Steering Group;
- To ensure community benefits are realised through the procurement process; and
- More local residents study relevant creative industries courses within Edinburgh College and find work in that sector.

The Cultural Strategy contains an action plan for the key objectives relating to culture delivery. These actions have been grouped into three key areas including early wins, priority projects and ongoing actions. Next Steps include:

- Establishing a Steering Group including but not limited to National Galleries Scotland, National Museums Scotland, Edinburgh College and the local community to drive forward and oversee delivery of the strategy;
- Implementation of the action plan associated with the Culture Strategy; and
- Input into procurement strategies to ensure community benefits are delivered.

6.5.4 Affordable start-up space

The redevelopment of the Granton Waterfront site will result in the relocation of a number of industrial units from the site. However, it is one of 11 objectives of the strategic partners, as set out in their Memorandum of Understanding, to:

*"increase **entrepreneurial and social innovation capacities** and strengthen lifelong learning opportunities by support growth sectors including tech and creative industries; deliver a suitable*

mix of modern workspaces; build a sustainable cultural programme and building a brand for the area."

The need to deliver a mix of modern workspaces is picked up in the Development Framework, which aims to create over 9,000sqm of commercial space, with over 3000sqm of this to be delivered on the ground floor of residential units. Another significant element of commercial space is to be delivered at Granton Station, where an enterprise hub that will support start-up businesses is planned.

The Culture Strategy for Granton Waterfront seeks to act as a transmission mechanism for several of the Strategic Partners Boards' objectives, adopting its own objective relating to creating affordable workspaces ensuring:

*"Affordable creative and maker space is to be created within the Granton Waterfront development to **support innovation and enterprise** and support inclusive economic growth."*

Related actions state that a Creative Industries enterprise hub should be established at Granton Railway and a dedicated letting agency be put in place to manage the ground floor units on behalf of the various developers who will be integrating ground floor units into their development.

This overarching approach towards these ground floor units will increase the likelihood that sterile and empty ground floors do not dominate the streetscape and will focus on offering affordable and flexible terms can with a focus on creative/maker space.

These actions are for the Culture Strategy to take forward. A Steering Group for the Culture Strategy will be set up once the Development Framework is approved by Planning Committee. This group will thereafter link into the overarching governance of the Programme and drive forward these actions, coordinating with other services where required.

6.5.5 Capture social and economic impact

The social and economic impact appraisal associated with the regeneration intervention will be developed during Stage 2 for inclusion in the OBC. The work required for the appraisal will be scoped in consultation with the Council's advisors at the commencement of Stage 2 recognising the importance of this work in the wider evaluation of the Programme benefits.

6.5.6 Community Capacity Building

As part of the regeneration of Granton Waterfront, there is a requirement to build social capital through making connections within the community. Social Capital led regeneration puts the development of connections, networks and groups at the heart of its activities to enhance an areas health and wellbeing as well as its resilience and ability to contribute to the process of change.

As part of the Programme, the Council will commission a tool to measure the impact on social capital through delivering various strategies around culture, learning & work and listed buildings and structures. The measure of success will indicate the performance of other strategies to help shape their deliverables in line with the wider vision and outcomes for the development.

The main objectives for the Community Capacity Building are:

- Stronger connections across the community;
- Empowered local people able to participate actively in regeneration of neighbourhood, with Granton Waterfront as catalyst;

- Stronger community infrastructure e.g. more, and more active groups with predictable, stable funding and strong networks;
- Regeneration actively contributing to the support and growth of local groups;
- Opportunities to develop social capital and infrastructure having a positive impact on deprivation (more confident, engaged communities able to access and participate in a wider range of opportunities); and
- Well used spaces / environments in North West Edinburgh being developed that respond to the communities needs, e.g. new Pennywell Town Centre and public realm and new Granton Waterfront district.

Work done to date

- Consultation and engagement of surrounding neighbourhood and integration of findings into the wider vision and principles for the Granton Waterfront development;
- Development of supporting strategies: Learning & Work and Culture; and
- Operational management of existing community groups and meanwhile uses.

Next Steps

- Facilitate development of co-ordinated shared vision and desired outcomes with local community;
- Support local organisations to build capacity through funding/training etc and ensure they can deliver their projects in line with the shared vision;
- Identify and create spaces for meanwhile uses, community participation and affordable space;
- Input into procurement strategies to ensure community capacity building benefits are delivered; and
- Keep community up to date, build local relationships and drive development consultation.

6.5.7 Lighting of the Gas Holder

The Gas Holder is a Grade B listed structure that the Council acquired as part of the purchase of the Forthquarter site in 2018. A condition of the sale of the site was that the purchaser would retain and restore the structure.

Costs for restoration are estimated to be around £10.5m. A funding strategy to allow for the Gas Holder to form a recreation or cultural anchor for the wider regeneration of Granton Waterfront is being explored. As a short term meanwhile use, lighting of the structure in its current state has been identified as an early action project.

The main objectives of this early action project are:

- To signify the importance of the gas holder to the overall regeneration of Granton Waterfront and the intention to retain and invest in this structure; and
- To enhance Edinburgh's skyline while a long term operator is identified.

Edinburgh College designed and trialled various lighting techniques which were very successful in lighting up the structure. Cost estimates are in the region of £100K capital and revenue for 3 years.

£100k has been secured through the Edinburgh Festival & Event Programme 2020/21 and a brief and cost plan has been issued to Edinburgh College for them to procure a sustainable lighting solution for the gas holder.

The next steps required to be undertaken for lighting of the Gas Holder within Stage 2 of the Granton Waterfront Programme include:

- Design sprint with Buro Happold and key stakeholders to take place. This Design Sprint will encourage 'blue sky' thinking under the question of what Granton needs in order to create an anchor site at the gas holder. Outputs will help to engage community and shape the brief for a long term solution for the site as well as drive forward short term and meanwhile projects; and
- Long term operator to be sought in line with framework.

6.5.8 Meanwhile uses

Meanwhile uses for temporarily empty buildings or land provides an opportunity to generate activity and vibrance in the area while the final vision is realised. The implementation of meanwhile uses can benefit the local community by providing affordable space that can help incubate innovative ideas and empower the local community. Meanwhile uses also help to animate the narrative of the project and help accelerate interest while longer term projects come to realisation.

Through consultation with local groups and business a series of possible meanwhile uses have been identified, including:

- Urban wind turbine pilot;
- Beach Box Granton- Shipping containers to be sited on the shoreline to provide affordable space for cafes or leisure;
- The Platform -Market and events at the station building, platform and surrounding open space;
- Lighting of the gas holder (see above);
- Adventure Playground – outdoor learning space for children in collaboration with Edinburgh College;
- Hoarding Exhibitions – animate the hoardings while showcasing work of partners and local people or organisations; and
- Forthside Festival – utilise the open space at gypsy brae for a range of outdoor activities set against the backdrop of coastal views.

The next steps in realising a programme of meanwhile uses include:

- Identifying resource to project manage individual projects and investigate further opportunities; and
- Developing a programme of events and link to wider Programme campaign to ensure increased activity in the area begins to build momentum.

6.5.9 Granton Castle Walled Garden

Granton Castle Walled Garden built in 1479 originally served Granton Castle which was demolished in 1922. The garden is enclosed by a grade B listed wall and is home to a grade B listed dovecot. The garden is currently leased by The Friends of Granton Castle Walled Garden (TFGCWG) who are working towards re-establishing the area as a working garden. The walled garden forms an important part of Grantons history.

The aim of TFGCWG is to transform the garden into an asset within the area that builds upon the rich heritage. It is envisaged the garden will attract visitors and local people to learn and volunteer while providing community amenities such as food production and events space.

Discussions have taken place to grant a longer-term lease to TFGCWG for the Walled Garden. This will allow TFGCWG to establish the Walled Garden as a visitor attraction and will help the group attract funding to realise their vision. Lease terms have been provisionally agreed for TFGCWG at the Finance & Resources Committee in October 2019.

The Council will continue to work with TFGCWG to set key performance indicators to measure how successfully the group meet their objectives. After the KPI's are agreed, the lease agreement will be concluded.

The next steps required to be undertaken for the Walled Garden include:

- Finalise lease terms;
- Mobilise community capacity builder role within core delivery team to provide support to TFGCWG and aid in the drafting and realisation of the groups business plan and vision; and
- Monitor groups performance against agreed KPIs at 3 month intervals for first 12months moving to 6 month intervals thereafter.

6.5.10 Community stakeholder consultation

A series of public consultations and stakeholder events were held between October 2018 and May 2019 to ensure that the Development Framework was developed in association with, and informed by, the ideas, insight and experiences of stakeholders, local interest groups and the local community.

It is key that community collaboration and consultation continues throughout the duration of the Programme to help plans and strategies to accord of changing views, demographics and the needs of people in the local and wider area.

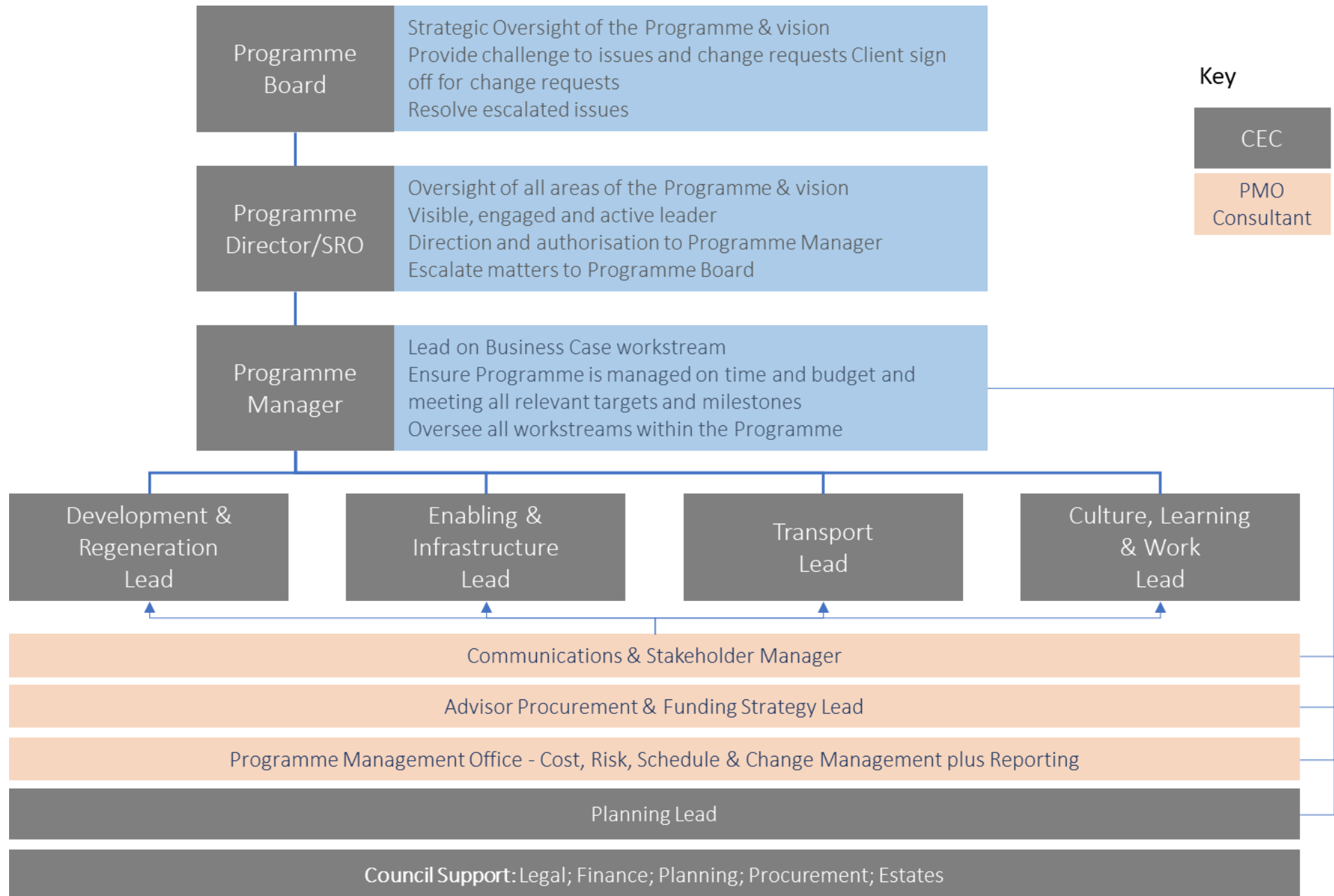
While statutory consultation will be carried out for detailed proposals that seek planning approval there will be a requirement to engage and seek feedback on wider non planning related issues and plans. The messages and information that require public consultation will be identified within the communication plan.

The next steps required to be undertaken, broadly following the methodology set out in Section 5 of this PDP include:

- Programme of engagement to be drafted to align with key events or publication of information relevant to the community and wider public; and
- Style and approach of information shared and gathered to be developed to ensure coherent approach and building of Granton identity.
- Draft a communications strategy.

Appendix 3 – Governance and key workstreams

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Appendix 4 – Key Risks and Mitigation

Ref	Risk Category	Risk Description	Mitigations and controls	Inherent Impact	Inherent Likelihood
1	Financial and reputational – Unable to deliver on the vision	<ul style="list-style-type: none"> Large upfront infrastructure investment required to establish the 'place' and attract investors who align with key principles. Currently large funding requirement 	<ul style="list-style-type: none"> Through additional technical studies and engagement with the market, review and refine infrastructure first requirements. Funding strategy working group to be established with key partners Commitment from Scottish and UK governments to support development of strategic sites through a 15 year City Region Deal. Programme priorities are aligned with key political priorities to help secure funding and best practice re net zero carbon, inclusive growth and 'place' Secure long-term upfront grants/ Loans for duration of the project. Long term investment opportunities. 	5	3
2	Financial – Unforeseen costs in ground	<ul style="list-style-type: none"> Partial development due to escalated costs for decontamination and Infrastructure 	<ul style="list-style-type: none"> Further technical studies carried out stage 2 Optimism bias in line with Green Book contained within project costs. Conservative allowance made during phase 1 cost planning 	4	3
3	Financial – Escalating construction costs	<ul style="list-style-type: none"> Increase in labour, materials lead to high increase in construction costs, homes slow, value engineering results lower quality 	<ul style="list-style-type: none"> Optimism bias in line with Green Book Generous contingency within contract Work with partners and industry to develop innovative model to support off site construction. 	4	3
4	Financial – Financial Crisis	<ul style="list-style-type: none"> Developers/ housebuilders stop building homes for sale 	<ul style="list-style-type: none"> Significant opportunity for Build to Rent investors and operators. Controls through Development agreements 	2	3
5	Financial and Reputational – delivery of affordable homes slow down	<ul style="list-style-type: none"> Affordable housing grant reduced 	<ul style="list-style-type: none"> Increase delivery of unsubsidised affordable housing; mid-market rent. 	3	3
6	Financial and Strategic – poor connectivity	<ul style="list-style-type: none"> Unsuccessful 'Place' due to poor connectivity 	<ul style="list-style-type: none"> Bus provision increased for initial phases Undertake options appraisal for Rapid Transit which will include option of Tram Key routes which prioritise active travel will link existing and new communities and ensure benefits/ opportunities that the regeneration brings are realised in the surrounding communities, City and wider region. 	3	2
7	Reputational and Strategic – Upskilling and quality affordable work space	<ul style="list-style-type: none"> Creation of good jobs, empowerment and affordable work space does not meet expectation of community and provide the inclusive growth which we aspire to achieve 	<ul style="list-style-type: none"> Culture, learning and work strategies to keep collaborative working, upskilling and jobs at the forefront of the programme Community empowerment officers appointed to deliver programme of meanwhile uses in collaboration with the community and other key stakeholders. 	4	2

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Policy and Sustainability Committee

10am, Tuesday, 25 February 2020

Response to the Gender Recognition Reform (Scotland) Bill consultation

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the closing date for responses is 17 March 2020.
- 1.2 To agree the proposed Council response to the consultation in Appendix 1.

Andrew Kerr

Chief Executive

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Response to the Gender Recognition Reform (Scotland) Bill Consultation

2. Executive Summary

- 2.1 The Scottish Government are consulting on The Gender Recognition Reform (Scotland) Bill. The Bill amends the way in which transgender people can obtain a Gender Recognition Certificate (a “GRC”). The proposals aim to streamline and simplify the process. The proposals do not affect the way in which the Council undertakes business and provides services. The Council’s response supports transgender people’s rights and the rights of children and young people.

3. Background

- 3.1 The Gender Recognition Act 2004 allows transgender people to apply to the Gender Recognition Panel to obtain legal recognition of their acquired gender. In the Fairer Scotland Action Plan, the Scottish Government committed to 'review and reform gender recognition law so it is in line with international best practice for people who are transgender'. The 2004 Act extends across the United Kingdom. Gender recognition is a devolved matter and is an area within the competence of the Scottish Parliament.
- 3.2 A Scottish Government consultation between December 2017 and February 2018 proposed that the minimum age for applying for legal gender recognition should be reduced from 18 years old to 16 years old. It discussed what arrangements should be put in place in relation to applications by, or on behalf of, those aged under 16 years. It sought views on what recognition should be given to non-binary people, who do not identify as either male or female. The proposed reforms included removing requirements for applicants to provide medical evidence and to have lived in their required gender for two years before applying i.e. adopt a self-declaration system for legal gender recognition.
- 3.3 The Scottish Government have now considered these responses and drafted a Bill accordingly.
- 3.4 In summary, the Scottish Government’s proposals in this Bill are:
- 3.4.1 the removal of current medical requirements when applicants are seeking legal gender recognition;

- 3.4.2 for the Registrar General to issue the Certificate rather than the Gender Recognition Panel as per the current process,
- 3.4.3 to reduce the time where someone has to live in their acquired gender from 24 months to 6 months.
- 3.4.4 applicants must at least 16 and either (a) have been born or adopted in Scotland or (b) be ordinarily resident in Scotland;
- 3.4.5 applicants would have to confirm that they intend to live permanently in their acquired gender;
- 3.4.6 applicants would still be required to submit statutory declarations, made in front of a notary public or a justice of the peace;
- 3.4.7 it will be a criminal offence to make a false statutory declaration in relation to gender recognition and to make a false application for gender recognition;
and
- 3.4.8 provisions in circumstances where marriage or civil partnership is concerned.

4. Main report

- 4.1 The Council's response reflects its role both as an employer and in delivering services and fulfilling its statutory duties to citizens.
- 4.2 The Council response supports the streamlining and simplifying of the process to obtain a gender recognition certificate and lowering the minimum age for applying for a gender recognition certificate to 16 years. This is in line with other rights a young person has at this age. The Council notes that non-binary people are not included in the proposals but that these proposals provide significant improvement to the current process.
- 4.3 Currently the Council is working on guidance to support managers who have a colleague transitioning with the aim of launching this by the end of March. This will be adapted in light of any changes to the legislation, if needed.
- 4.4 In supporting the proposed changes, it is acknowledged that this is a sensitive issue. The Council already has policy and procedures in place to support all staff and are planning to launch a new campaign concerning the recording of prejudice based incidents. This will provide greater insight to help inform practice moving forwards, including the provision of targeted training and support where required.

5. Next Steps

- 5.1 Following the Committee report and, subject to approval, the response to the Bill including any changes if required, will be submitted to the consultation for consideration by the Scottish Parliament.

6. Financial impact

- 6.1 As these proposals do not affect the business or services of the Council, no financial impact is identified.

7. Stakeholder/Community Impact

- 7.1 Heads of Service across Directorates were consulted in creating this response.
- 7.2 The proposed Bill does not impact on Council services and therefore the Council has not carried out an Integrated Impact Assessment. The Scottish Government has carried out various impact assessments. The Council supports the proposals which improve the process by which to gain legal gender recognition. The Council agrees that the proposals do not impact on access to single sex spaces and facilities. Introducing a revised system for obtaining legal gender recognition will enable transgender people to obtain legal rights without having to go through an overly intrusive system established by the current Gender Recognition Act. The proposals also support the rights of young people.
- 7.3 No impacts have been identified in relation to carbon impacts, adaptation to climate change and sustainable development.

8. Background reading/external references

- 8.1 A Council response to the consultation leading up to this bill was developed with views gathered from across directorates. The [response](#) was submitted to the Corporate Policy and Strategy Committee meeting 27 February 2018.
- 8.2 For further background information on the current consultation please see [here](#).

9. Appendices

Appendix 1: The City of Edinburgh Council's draft response to the Gender Recognition Reform (Scotland) Bill consultation

Appendix 1: Gender Recognition Reform (Scotland) Bill Consultation Questions and Draft Response, January 2020

Question 1. Do you have any comments on the proposal that applicants must live in their acquired gender for at least 3 months before applying for a GRC?

Yes

No

If yes, please outline these comments.

The draft Bill currently proposes that a gender recognition certificate will only be granted if the applicant states that they have been living in their acquired gender for 3 months prior to the date of application and intend to continue to live in their acquired gender permanently.

We note further consideration could be given as to whether any time period at all should be a requirement.

Improvements to streamlining and simplifying processes for citizens this effects and their interaction with council services is welcome.

Question 2. Do you have any comments on the proposal that applicants must go through a period of reflection for at least 3 months before obtaining a GRC?

Yes

No

If yes, please outline these comments.

The draft Bill currently proposes that applicants must wait for 3 months after their initial application before confirming that they wish to continue with their application. They would then be granted a gender recognition certificate.

Similarly to Question 1, this proposal would improve on the existing process for citizens where they access council services and employees.

Question 3. Should the minimum age at which a person can apply for legal gender recognition be reduced from 18 to 16?

Yes

No

Don't know

If you wish, please give reasons for your view.

The draft Bill proposes to change the law so that 16 and 17 year olds will be able to apply for legal gender recognition. However, it does not propose a system to enable transgender children and young people under 16 to apply for legal gender recognition. This question is only about the age of legal recognition and does not affect medical treatment available to young people and children.

The Scottish Government's proposals to lower the age for gender recognition to 16 would be in line with the rights of 16 and 17 year olds in Scotland to marry, gain employment, vote, and be held legally responsible for their actions. The ability to change the birth certificate would be in keeping with this.

However, transgender children and young people under the age of 16 should similarly be able to update their birth certificates with the aid of parental or guardian support. This would match with their existing ability to change their sex on their school records, medical records and passport. Often children and young people under 16 need to use their birth certificate more than adults do in engaging with council services so being able to change it is beneficial.

Question 4. Do you have any other comments on the provisions of the draft Bill?

Yes

~~No~~

If yes, please outline these comments.

Making legal gender recognition a more straightforward process will relieve a lot of stress for many transgender people, who will no longer need to gather evidence and medical reports to be recognised as who they are.

Although this Bill represents an improvement in transgender people's rights, there are gaps with regards to non-binary people (those who do not identify as exclusively male or female).

Organisationally, guidance is currently being developed for managers to support staff that are transitioning. This will be able to be adapted in light of any changes to the legislation. In supporting the proposed changes, the potential sensitivity of the issues raised are acknowledged. Whilst appropriate policy and procedures for staff are currently in place, additional planned work will support the ongoing development of practice, including the provision of additional training and support, where appropriate.

Question 5. Do you have any comments on the draft Impact Assessments?

Yes

~~No~~

If yes, please outline these comments.

The Bill covers how transgender people's birth certificates are changed, which impacts the level of privacy they are entitled to, such as when getting a job or marrying, and how they are recognised after death. The Bill will not have a detrimental impact on the rights of other people.

Access to single-sex council run spaces and facilities, such as toilets, changing rooms, and women-only services will not be impacted. Nobody is required to show a birth certificate to prove their eligibility for these spaces or services now, and this will not change.

How someone applies for gender recognition – or whether their birth certificate matches who they are – does not impact on their access to single sex spaces, or anything else that does not require a birth certificate.

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Policy and Sustainability Committee

10am, Tuesday 25 February 2020

Edinburgh Integration Joint Board Progress Report

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee:
 - 1.1.1 Consider the content of the report.

Judith Proctor

Chief Officer, Edinburgh Integration Joint Board

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Edinburgh Integration Joint Board Progress Report

2. Executive Summary

- 2.1 This report provides members of Policy and Sustainability Committee (P&SC) with an update on the work of the Edinburgh Integrated Joint Board (EIJB) and delivery of its strategic plan.

3. Background

- 3.1 Policy and Sustainability Committee has been agreed as the appropriate City of Edinburgh Council 'home' committee on matters relating to the EIJB. It has been agreed that the Chief Officer to the EIJB, as part of the governance arrangements in place, will provide P&SC with a report on matters of interest relating to the EIJB every six months. This report will cover items of strategy, performance and delivery and finance.
- 3.2 The EIJB is a statutory public body set up under the Public Bodies (Joint Working) (Scotland) Act of 2014 (the Act). The intention of the legislation is to enable better, more seamless health and care services that are planned in response to the needs of the population served by each Integration Joint Board (IJB). The focus is on transformation of services, building health and wellbeing and addressing the health inequalities prevalent in Scotland for so many years. Resources, human and financial are delegated under the Act to the IJB which sets out, in its strategic plan, how those will be utilised to deliver its strategic intent.
- 3.3 The Integration Scheme is a requirement under the Act and this is the partnership agreement between Local Authorities and their NHS which sets out which functions and resources are delegated to the IJB and how the partners will operate together to deliver the requirement of the Act. Integration schemes must be reviewed within the first 5 years of the operation of the IJB and, in Edinburgh, this review will take place over the course of the first half of 2020.
- 3.4 A further requirement under the Act is the IJB producing an annual performance report which is the only formal reporting it is required to do – details on the EIJB Annual Report is provided later in this paper.

4. Main report

- 4.1 This report covers the period of the previous six months from June - December 2019.

Items of strategy

Strategic Plan

- 4.2 The EIJB is required to have a 3-year strategic plan in place which sets out how it will utilise its delegated resources to achieve key outcomes for the population of Edinburgh. The EIJB agreed its second, 3-year Strategic Plan at its meeting on 20 August 2019. The revised document builds on the previous plan and sets out a focus on four key elements:
- 4.2.1 Defining a modern Edinburgh Pact between health and social care providers and citizens;
 - 4.2.2 Adopting the Three Conversations approach to facilitate and support people who need help and support staff to do this;
 - 4.2.3 Continue to shift the balance of care from hospital to the community under a Home First approach; and
 - 4.2.4 Initiate a transformation programme which will focus on a broad range of services aimed at rapid redesign.
- 4.3 The strategic plan has been developed in consultation with partner, third and independent organisations and the strategic plan can be found [here](#).

Carers' Strategy

- 4.4 The EIJB also agreed the Edinburgh Joint Carers' Strategy 2019-22 at its August meeting, recognising the crucial contribution carers make across Edinburgh. The strategy focuses on six key priority areas:
- 4.4.1 Identifying carers;
 - 4.4.2 Information and advice to carers;
 - 4.4.3 Carer health and wellbeing;
 - 4.4.4 Short breaks;
 - 4.4.5 Young carers; and
 - 4.4.6 Personalising support for carers.
- 4.5 The Carers' Strategy sets out an implementation plan, which provides detail on how the Edinburgh Health and Social Care Partnership (the Partnership) will engage with carers and partners to achieve improvement across the six priority areas.
- 4.6 The strategy has been developed in partnership with the third sector and unpaid carers across Edinburgh and builds on learning from the previous Carer Strategy and can be found [here](#). An evaluation programme is also being established to track delivery and impact and this will be reported within the IJB's Performance and Delivery Committee.

Annual Performance Report

- 4.7 The EIJB annual performance report for 2018 / 2019 was also agreed by the EIJB in August. Although a number of pressures and challenge remain, across 2018 / 2019 there was a gradual trend of improvements in performance across a range of areas. Delayed discharge performance reduced consistently against a planned trajectory within that timescale and there was a sustained improvement in the number of people waiting for assessment and packages of care also. The EIJB recognises the need for further sustained improvement and both the new strategic plan and the transformation programme set out the ambitions for this and the actions planned to achieve it.
- 4.8 There have been positive improvements within Primary Care with a further 6000 new citizens registered with General Practices in the City. Pharmacists and mental health nurses have begun to make an impact in meeting the need of growing demand and the Link Worker Network (which supports practices in areas of economic deprivation) is being strengthened with welfare rights capacity through the third sector.
- 4.9 The Annual Performance Report can be accessed [here](#)

EIJB Governance

- 4.10 The EIJB has been undertaking a programme of work in reviewing and strengthening its governance arrangements and structures. This follows a review undertaken by the Good Governance Institute and the development and agreement of an action plan by the EIJB. This work recognises that if the EIJB is to lead and to become a catalyst for transformation and change at scale it needs to strengthen its governance arrangements and means to drive that change. Five new committees were established in August 2019 with strengthened terms of reference to support the EIJB and committees to act as an influencing body as well as a decision making and assurance body.

EIJB Directions Policy

- 4.11 Direction, as set out as a requirement on Integration Authorities in the Act, provide the mechanism for delivering the strategic plan, for conveying the decisions of the EIJB, clarifying responsibilities between partners and improving accountability. The policy, which was agreed at the October IJB meeting, formalises and clarifies the process employed by the EIJB. This will enhance governance, transparency and accountability between the EIJB and its partner organisations; NHS Lothian and City of Edinburgh Council. The policy can be found [here](#).

Agreement to proceed with initial agreement for new General Practice (GP) provision in South East Edinburgh

- 4.12 The population in Edinburgh has increased by 65,000 people over the last 10 years and will continue to grow at a rate of 5,000 per annum until 2026. The South East area serves a population of approximately 126,000 from two GP clusters. Some of the medical practices in the South East area are not suitable for the longer-term

development and sustainable delivery of primary care in the city. Following wider analysis of needs, the Partnership have identified the provision of GP services in the South East area as a top priority for development and the EIJB agreed at the October Board to submit an Initial Agreement, setting out the requirements for this to the NHS Lothian Capital Investment Group.

Home First Approach

4.13 It has long been understood that being in an acute hospital when otherwise medically fit to go home is both a negative experience for people and wasteful of finite acute service resources. The City of Edinburgh has poorly performed against targets to reduce delays in hospital over a number of years even preceding the development of the IJB. The EIJB has set reducing this, through focussed investment and a longer-term change in the model of health and care in the city as a key priority for improvement. While the EIJB's performance in relation to delayed discharge has improved significantly over the last 12 months, it remains a challenge to sustain the improvement without more fundamental transformation. As part of its wider transformation plan the EIJB agreed in October to expand the Home First approach initially tested in the Western General Hospital. Home First focus on people who are ready for discharge and do not require to be in hospital but may require short term health and social care services to manage their discharge. Where it is safe to do so this will be provided in their own home or another community setting. The expansion of Home First includes investment to develop and deliver the following pathways:

4.13.1 Discharge to Assess – 16 therapists to deliver 80 - 100 discharges per week to support assessment at home and;

4.13.2 Home First Navigators – 3 posts that have community knowledge to support decision making to be risk enabled. These posts will work seven days from the front door of the Western General as an alternative to further admission in a ward. Further information on Home First can be found [here](#)

John's Campaign

4.14 The EIJB continues to embed the principles from John's Campaign across community hospitals and all 65 local authority and independent care homes. The approach means that carers are welcomed at all time, including overnight.

4.15 The carer's room at Findlay House has been refurbished with overnight accommodation to enable carers to have a break. A dementia café which enables carers and patients to spend time socialising away from the ward area has opened at Ferryfield House. Further works are scheduled for Findlay House and Ellen's Glen. Further information on John's Campaign can be found [here](#).

Transformation Programme

4.16 The EIJB agreed to fund a transformation and change programme with additional programme and project management capacity, in recognition of the unprecedented challenges to the sustainability of the health and care system. The system must change and the transformation and change programme will support the services to

develop new ways of working to meet the challenges. An additional 17 posts have been recruited (programme lead, programme managers and project manager) to help support this change.

- 4.17 These actions are being take as part of a whole system recovery recognising the importance of both the community and acute services working together to deliver service and performance improvements.
- 4.18 The EIJB have significant and serious challenges with increasing demands on services due to changing demographics. Edinburgh have the highest population growth in Scotland. Therefore, it is important that the resources are used effectively, and conversations need to take place with citizens around:
 - 4.18.1 Support to self-manage conditions
 - 4.18.2 Enablement promotion
 - 4.18.3 Use of universal services
 - 4.18.4 Support of community – based resources
 - 4.18.5 Health promotion
 - 4.18.6 Support to third sector organisations delivering prevention services and opportunities
 - 4.18.7 Technology Enabled Care as a primary response

Items of performance and delivery

- 4.19 An Older People’s Joint Inspection of services report was undertaken in 2016 and reported in 2017. This set out 17 recommendations for improvement for the partnership across the EIJB, NHS Lothian and City of Edinburgh Council. A further progress review visit took place in July 2018 and reported that in December 2018. This reported that limited progress had been made against the initial recommendations and that further improvement was required.
- 4.20 An action plan, which reflects the EIJB’s wider transformation ambitions has been developed and has been approved and agreed by all partners. Engagement is ongoing with the joint inspectorates in relation to reporting against progress and a first progress report has been presented to the EIJB – it can be found [here](#).

Items of finance

- 4.21 The EIJB had been projecting a break-even position for 19/20 having delivered its agreed programme of £11.9m of savings and through the utilisation of some one-off funds. However, a relatively late movement in the final quarter of the year forecasts a £1.5m overspend in the Social Care element of the budget in relation largely to residential care. Alongside this is a projected £0.5m overspend in NHS element of the budget which NHS Lothian has agreed to fund. Work is ongoing to refine understanding of the Social Care projection and why it has arisen so late in the financial year and discussions are taking place in relation to the handling of this overspend between partners.

- 4.22 The EIJB continues to operate in an extremely difficult financial climate. Current financial modelling for 20/21 indicates the gap between expected income and expenditure is £36m.
- 4.23 Work is underway to set out a savings and recovery programme for 20/21 to address this, recognising that the EIJB will have to make difficult choices on how to achieve savings to manage within these financial parameters.
- 4.24 Discussion is ongoing between the EIJB, City of Edinburgh Council and NHS Lothian as partners to establish a pathway toward a sustainable financial position.
- 4.25 Given the position with the late delivery of both the Scottish and UK Budgets, the development of the IJB's budget has been delayed.

Forward – Next Six Months

- 4.26 Over the next six months the EIJB will continue to focus on:
- 4.26.1 Developing its governance structure and embedding the new committee structure
 - 4.26.2 Continue to develop the Home First model and Edinburgh Offer
 - 4.26.3 Shape the bed base required for the future, transitioning beds from acute services into community models of care including integrated model facilities
 - 4.26.4 Continue to deliver against the MSG Action plan
 - 4.26.5 Roll out of the Transformation and Change Programme
 - 4.26.6 Develop next annual performance report
 - 4.26.7 Continue to demonstrate progress against Older People's Inspection Action Plan

5. Next Steps

- 5.1 This report provides members with an update on key areas of interest and a further report will be presented to Policy and Sustainability Committee on 4 August 2019.

6. Financial impact

- 6.1 There are no financial impacts arising from this report.

7. Stakeholder/Community Impact

- 7.1 This is an update report for members of Policy and Sustainability on the work of the EIJB, therefore there is no stakeholder or community impact.
- 7.2 Any stakeholder or community impact relating to any of the workstreams contained within the report have been properly considered and referred to within their relevant EIJB report.

8. Background reading/external references

8.1 None

Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Filming in Edinburgh 2019

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 Policy and Sustainability Committee is asked to:
 - 1.1.1 Note the overall summary of filming in Edinburgh, the recorded impacts and benefits and income to the Council from film production in 2019;
 - 1.1.2 Discharge the motion from Council on 24 October 2019 on the Film Charter and Principles; and
 - 1.1.3 Note the intention to share this report with Governance, Risk and Best Value Committee in response to the request for information about the income generated to the Council from film.

Paul Lawrence

Executive Director of Place

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Filming in Edinburgh in 2019

2. Executive Summary

- 2.1 This report provides Committee with an annual report on filming in Edinburgh in 2019 and provides details on the impacts and benefits, as well as information on the income generated for the Council from filming.

3. Background

- 3.1 On [6 March 2014](#), the Council's Economy Committee approved an update to the Film Charter for the city. Although the Charter is not legally binding on either the Council or filmmakers, it was developed to encourage film production companies to choose Edinburgh. The Charter was developed with Film Edinburgh (then Edinburgh Film Office) and sets out how the Council and the Film Edinburgh will facilitate filmmaking in the city.
- 3.2 On [29 January 2019](#), Culture and Communities Committee approved an update to the Code of Practice for filming in Edinburgh. This built on previous versions of the Code and reflected the most recent feedback from residents and businesses.
- 3.3 City of Edinburgh Council support a "film friendly" approach and recognise the benefits to the Edinburgh Economy through securing film productions in the city.
- 3.4 In August 2019, the Governance Risk and Best Value Committee requested details of the income generated for City of Edinburgh Council from filming in the city.
- 3.5 On [24 October 2019](#), Council approved an adjusted motion from Councillor Mowat on the Film Charter and Principles:
- 3.5.1 Council notes the recent filming of Fast and Furious and Eurovision in the City and the Council's commitment to filming as detailed in the Film Charter; that this filming is happening after a busy summer which saw a number of streets closed and that this filming then required further street closures;
- 3.5.2 Calls for a report in two cycles to Policy and Sustainability Committee detailing the known impacts and benefits. However, notes that many of these will be intangible.
- 3.6 Film Edinburgh's role is to attract and facilitate film and television productions to Edinburgh. They provide a film office service, promoting Edinburgh as a filming

destination and dealing with all filming enquiries to facilitate filming in the city. As a result, this encourages more production within the city driving wider economic benefit through greater activity and the support of the local production community. Film Edinburgh's role is not limited to City of Edinburgh but also extends to include both East Lothian and Scottish Borders.

- 3.7 Film Edinburgh is one of the brands which operates through Marketing Edinburgh Limited. The importance of film to the city was recognised by the Council in February 2019 when considering the funding allocated to Marketing Edinburgh and subsequently the Housing, Homelessness and Fair Work Committee and the Board of Marketing Edinburgh have agreed that the responsibilities for film (under the Film Edinburgh brand) will transfer to City of Edinburgh Council as soon as practicable but no later than 1 April 2020.

4. Main report

Filming in Edinburgh, East Lothian and Scottish Borders 2019

- 4.1 Appendix 1 provides an annual report from Film Edinburgh of filming in Edinburgh, East Lothian and the Scottish Borders during 2019. This shows there has been a significant increase in enquiries and economic impact of film since 1995 and in 2019:
- 4.1.1 340 productions filmed in the area;
 - 4.1.2 There were 480 enquires, with a conversion rate of 71%;
 - 4.1.3 The city economic impact is calculated as £14.4m (with a 3% multiplier applied). This is significantly more than was anticipated and reflects the direct impact of a Hollywood production in the city.
 - 4.1.4 The number of productions and economic impact is broken down as follows:
 - 4.1.4.1 19 feature films/tv dramas (economic impact £10m);
 - 4.1.4.2 114 factual or light entertainment (economic impact £751,000);
 - 4.1.4.3 162 commercials or corporate filming (economic impact £3.3m); and
 - 4.1.4.4 44 other filming activities (e.g. shorts, art etc) (economic impact £33,000).

Impact of Fast and Furious 9

- 4.2 In 2019, Edinburgh hosted two major film productions – Fast and Furious 9 and Eurovision.
- 4.3 The production of Fast and Furious in September 2019 followed swiftly on from the Summer Festival period in August which saw the introduction of Summertime Streets (the closure of some city centre streets to improve public safety during the busy period) and took place at the same time as significant Scottish Gas Network (SGN) roadworks in the city centre.

- 4.4 Film Edinburgh and the production company for Fast and Furious worked closely with Council Officers, Emergency Services and Public Transport Operators to minimise the impact of the required closures for filming, alongside other works in the city. 25 complaints were recorded by the Council's roads team in respect of the combined closures for Fast and Furious and SGN works.
- 4.5 The most significant impact on public transport resulted from the closure of Waterloo Place and Regent Road for 10 days. There were:
 - 4.5.1 Seven Lothian Buses which normally travel to West Lothian from Waterloo Place but were started/terminated on George Street;
 - 4.5.2 All First Bus services which start/terminate here were changed to George Street; and
 - 4.5.3 A further eight Lothian Buses to East Lothian normally travel through this location and were diverted via London Road. As SGN were working on London Road then, journey times were slightly increased.
- 4.6 As set out in the Code of Practice for filming in Edinburgh, the responsibility for engagement and communications with local businesses and residents lies with the production company. In the case of Fast and Furious these discussions began approximately three months prior to filming and filming was delayed to avoid the Summer Festival period.
- 4.7 In total, Fast and Furious were filming in Edinburgh for 19 days across 11 locations, with an additional 68 days for preparation and strike (the tidy-up period following filming) totalled 68 days.
- 4.8 In total, 1,940 people were employed on the film, including 1,440 local people (of which 50 people were new entrants to film and were employed as location marshals).
- 4.9 Due to the significant impact of Fast and Furious filming in the city, the economic impact has been calculated at £5.2m (normally economic impact is calculated across the year rather than by individual production). The summary in Appendix 1 also shows significantly heightened media activity in the city including:
 - 4.9.1 26 pieces of print media in local and national publications;
 - 4.9.2 broadcast news pieces on radio and television;
 - 4.9.3 eight of the top 40 most read Edinburgh Evening News stories in September;
 - 4.9.4 Social media coverage included Tweets with a total reach of almost 4.3 million (52 of the 404 Tweets were negative (e.g. streets closed, mass disruption) while the remaining 352 were positive; and
 - 4.9.5 The main stars also posted positive messages thanking Edinburgh and City of Edinburgh Council on Instagram including Vin Diesel (58.9M followers), Chris Bridges (11.3M followers) and Tyrese Gibson (11.5M followers).
- 4.10 The total income recovered by the Council for Fast and Furious was £180,000.

Impact of Eurovision

- 4.11 Eurovision filmed in the city in October 2019 over seven days, with 29 streets affected for short periods.
- 4.12 As with Fast and Furious, the production company engaged and communicated directly with local businesses and residents directly, although there were no pedestrian routes closed during filming and therefore most businesses could remain open during filming.
- 4.13 Once again local people new to film were offered the opportunity to apply for roles as location marshals.
- 4.14 In total, 200 people were employed on the filming of Eurovision.

Income to the Council from Filming

- 4.15 In 2019 the total amount of income generated to the Council from filming in the city was £249,186.
- 4.16 The breakdown below shows the income recorded by directorate in 2019:

Place

4.16.1	Parking Services	£160,592
4.16.2	Roads Events and localities	£11,114
4.16.3	Permits	£9,199
4.16.4	Parks, Greenspaces and Cemeteries	£22,268
4.16.5	Street Lighting	£1,600
4.16.6	Waste and Cleansing	£5,494
4.16.7	Bus Shelters	£15,220
4.16.8	Street Furniture	£2,900
4.16.9	Traffic Lights	£1,200
4.16.10	City Chambers Events	£2,600

Resources

4.16.11	Facilities Management	£11,000
4.16.12	Property Services	£6,000

5. Next Steps

- 5.1 It is intended that Film Edinburgh will continue to encourage production and filming to locate in Edinburgh, in line with the Film Charter and Code of Practice for Filming.

- 5.2 It is intended that the responsibilities of Film Edinburgh will transfer to the Council by the end of financial year 2019/20. This will strengthen links between the various Council services which are involved and impacted by film production in the city.

6. Financial impact

- 6.1 Filming in Edinburgh during 2019 generated £249,186 in income to the Council in 2019.

7. Stakeholder/Community Impact

- 7.1 Extensive consultation was undertaken in the development of the Film Charter and Code of Practice for Film. As the Code of Practice has been updated, further consultation has taken place.
- 7.2 The Code of Practice for Filmmakers was written with the local community in mind and is any local residents and businesses.
- 7.3 For individual productions, engagement and communication with local residents and businesses affected by planned film production is the responsibility of the production companies and not the Council or Film Edinburgh.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 1. Film Edinburgh Annual Report

Film Edinburgh Report on filming in the Edinburgh city region in 2019

1. Annual report on filming in the Edinburgh city region in 2019
2. Costs of filming in the city of major film productions: FF9 & Eurovision
3. Revenue to City of Edinburgh Council from filming in 2019

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1. Annual report on filming in the Edinburgh city region in 2019

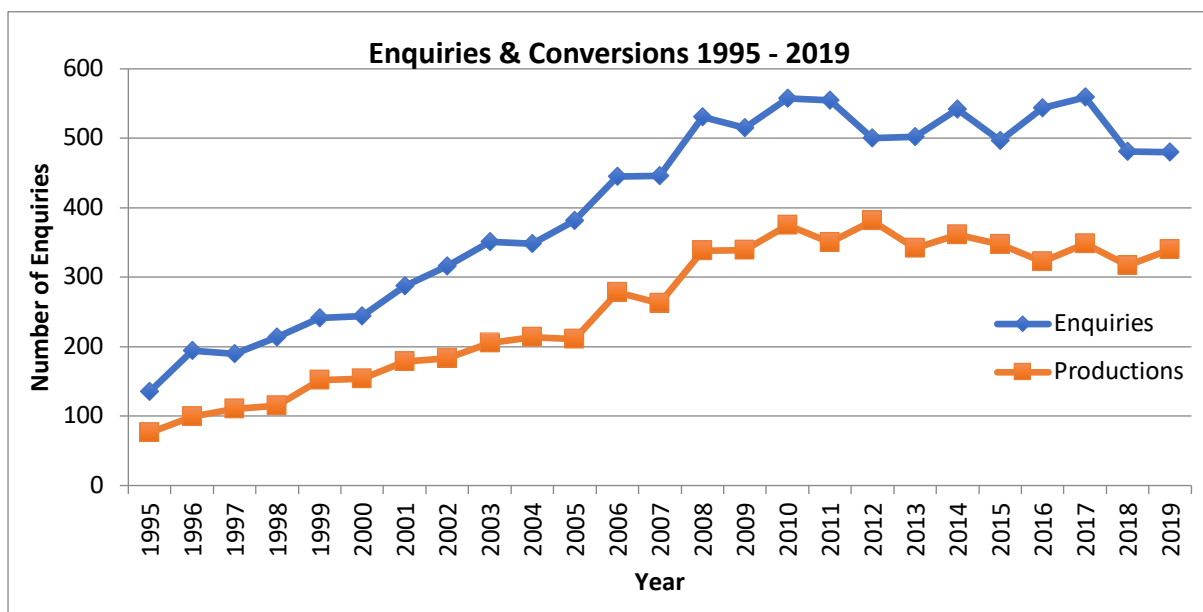
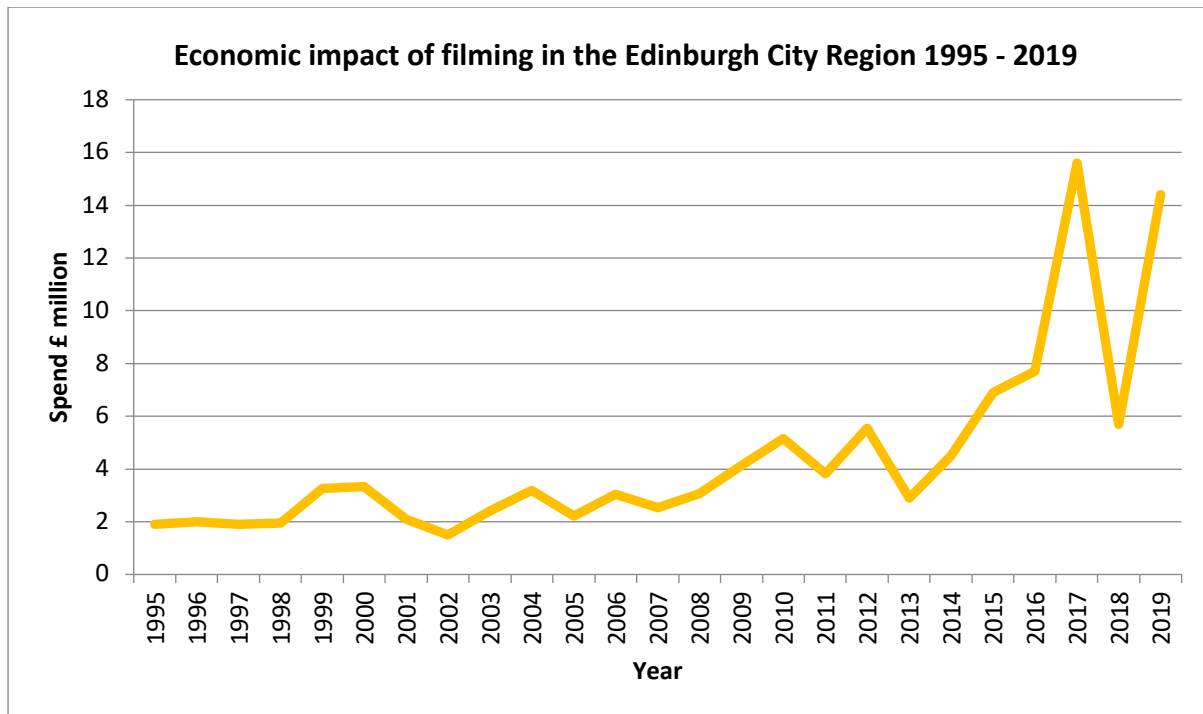
Context:

Film Edinburgh's role is to promote and develop the Edinburgh city region as a filming destination, attracting and facilitating film and TV productions that promote the city / region as an inspirational destination throughout the UK and around the world. The amount and value of filming across the UK is on an upwards trajectory thanks to UK Tax Relief for feature films and high-end TV dramas and the weaker pound, with the value of these productions in the UK in 2018 at over £3.1 billion of which £2.4 billion came from inward investment productions based in film studios. The figure for 2019 is expected to continue to rise.

2019 Results:

KPIs:	Target	Actual		2018 filmed productions*	Actual	Value
Enquiries	450	480 (+0%)		Feature films/TV dramas	19 (+36%)	£10M
Conversions	60%	71% (+5%)		Factual/Light Ent.	114 (+8%)	£751K
City economic impact	£4.5M	£14.4M (+153%) (incl. 3% multiplier)		Commercials/Corporates	162 (+18%)	£3.3M
Locations	40	32 (-37%)		Other (shorts, art)	44 (-27%)	£33K
Revenue to Marketing Edinburgh	£12,000	£17,000 (+47%)		<i>*See detailed breakdown by genre</i>		
Industry workshops	2	4		<i>** Full list of filmed productions available at the end of this report.</i>		

2019 once again proved to be a huge spike in the value of film and TV production in the Edinburgh city region, with a total of 340 filmed productions choosing to shoot in Edinburgh, East Lothian and the Scottish Borders with an economic impact of £14.4 million: an increase of 153% on 2018. This includes expenditure on local crew and facilities, locations and services, accommodation and transportation. The spike was largely the result of attracting a major Hollywood production which single-handedly created a third of the economic benefit to the city.



The biggest production of the year in Edinburgh was *Fast & Furious 9*, one of the most popular film series of all time, which chose Edinburgh city centre as one of its key locations, putting the city centre stage to hundreds of millions of fans around the world. Filming took place over 19 days in September 2019 with a further 2 months of prep and strike surrounding the filming days. Further, the Edinburgh city region hosted the Will Ferrell comedy *Eurovision* which filmed for 7 days in the capital; Julian Fellowes new series *Belgravia* in which Edinburgh's Old and New Town and stately homes in the region stand in for 19th century London and home counties; *Outlander series 5* which features coastal locations and stately homes in the region; *Vera series 10* which filmed for a week in Burnmouth Harbour; *Elizabeth Is Missing* starring Glenda Jackson which filmed on Portobello Beach, and Netflix drama *Princess Switch 2* which based in Edinburgh for two months over the prep and production period.

Also showcasing the city region to millions of viewers around the UK were 114 factual TV and light entertainment shows including: *Bargain Hunt*, which is regularly watched by over 2 million viewers; *Downfall*, a historical documentary for BBC 4 about Charles I, *How The Victorians Built Britain* focusing on the Forth Bridge; *Scot Squad*, *Strictly Come Dancing* and *Britain's Got Talent*; *Test Drive*, *Landward*, children's shows *All Over The Place* and *The Dengineers*, *Grand Tours of Scotland's Lochs*, *DIY SOS*, *Emeli Sande's Street Symphony*, *Great British Railways* and *Great British Car Journeys*, *Barging Britain*, *The One Show*, and US game show *Wheel of Fortune*. Factual and light entertainment shows, while having a relatively low economic and physical impact, can reach audiences of up to 10 million in the UK (*Strictly Come Dancing / BGT*), while property and antiques shows often devote a full prime time hour to a region.

At the end of 2018, news came that a film studio will be opening its doors in the old Pelamis warehouse in Leith which bodes well for our future ability to attract high-value film and TV dramas to the city region. The next hurdle will be building up the local crew base, but this will follow naturally from increased amounts of production and employment opportunities and creates the opportunity for links to local schools and colleges.

With the production workforce in mind, Film Edinburgh sponsored the well-regarded workshop for new entrants 'Hit The Ground Running' in order to bring it to Edinburgh in January 2019 and again in November 2019, recruiting 10 trainees from Edinburgh, East Lothian and the Scottish Borders on each occasion. In order to raise awareness among the local crew of the depth and breadth of production personnel and services based in the region, Film Edinburgh hosted two networking events for crew and services listed in Film Edinburgh's Production Guide – our local directory of such services. At the end of the year, and after the annual review of listings, Film Edinburgh's Production Guide contained 312 crew (+11%), 126 production services (-25%) and 65 production companies (+12%) based in the Edinburgh city region.

Until such time as the film studio opens its doors officially, it is the Edinburgh city region's locations which are the primary draw for visiting productions, and Film Edinburgh continued to grow its locations library, with a total of 892 active locations in Edinburgh, 176 locations in East Lothian and 298 locations in the Scottish Borders.

2. Impact of major film productions in Edinburgh: *Fast & Furious 9* / Eurovision

Fast & Furious 9 filmed in the City of Edinburgh over 19 days in September 2019 in 11 different areas of the city centre with a further 68 days of prep and strike. Filming locations were:

- Waterloo Place/Calton Road (5 days)
- Chambers Street/South College Street (2 days)
- Parliament Square/Lawnmarket (3 days)
- Victoria Street (0.5 days)
- Cockburn Street (1 day)
- George Street (2 days)
- Cowgate (0.5 days)
- St Vincent Street (2 days)
- Mound (0.5 days, coinciding with a closure for Let's Ride)
- Melville Street (2 days)
- West Port (0.5 days)

During filming, streets where filming was taking place were closed to traffic with further parking restrictions in place in streets immediately surrounding the filming locations: 79 streets in total over the course of the entire filming schedule. It is important to note that the film production company worked with the Council to schedule the filming so that impact was dispersed and minimised at each location, with filming moving from one area to the next rather than at the same time, the only exception being two days of cross-over at Lawnmarket and Waterloo Place.

Planning involved consultation with Council services (Roads Events, Public Safety, Localities, Permits, Parking, Street furniture, Environmental Safety, Waste & Cleansing, Facilities Management, Estates) as well as the Emergency Services, Lothian Buses and First Bus and local businesses. It was agreed that pedestrian access should be maintained out-with 'takes', with the exceptions of Lawnmarket, Victoria Street and Cockburn Street and streets touching these locations which were closed to pedestrians for public safety.

As laid out in the Filming Charter, costs for services deployed by the Council were recuperated, and location fees charged for Council property that was hired by the production company: the City Chambers and the old Royal High School. In total, Council charges for Fast & Furious 9 came to £180,000.

The production company came to private arrangements with all of the businesses and residents in the streets that would be closed for filming. As per the Code of Practice for Filmmakers, the production company communicated with all businesses and residents in the streets near the filming locations to make them aware of their proposals and give them time to raise any queries or concerns. Initial contact was made two, and in some cases, three months ahead of filming.

The Roads Events Department handled 25 complaints during the filming. Some of these related to SGN works increasing travel time in the east of the city, while others related to concerns about road closures included in the Temporary Traffic Regulation Order which were in fact listed so that Police Scotland could provide an escort, with therefore little or no impact on traffic.

Over 500 film crew came to Edinburgh with the production company, with a resulting boost to accommodation providers and the hospitality sector. But the production company also gave employment to a further 1440 local people, including 856 'extras' and over 50 local new entrants to the film industry who were given jobs as location marshals.

In total, the economic impact of Fast & Furious 9 to the City of Edinburgh was £5.2 Million.

In addition to the direct economic impact, the city benefited from a heightened level of media attention. Media coverage included 26 pieces of print media in local and national publications, 3 broadcast news pieces on radio and television. 8 of the top 40 most read Edinburgh Evening News stories in September were about Fast & Furious, with a readership over 340 million for these pieces. Social media coverage included Tweets with a total reach of almost 4.3 million. 52 of the 404 Tweets were negative (e.g. streets closed, mass disruption) while the remaining 352 were positive. Many of the main stars also posted positive messages thanking Edinburgh and City of Edinburgh Council on Instagram including Vin Diesel (58.9M followers), Chris Bridges (11.3M followers) and Tyrese Gibson (11.5M followers).

In contrast, the filming of Will Ferrell's **Eurovision** in Edinburgh was a smaller affair. Filming took place over only 7 days in October 2019 in Edinburgh's Old and New Towns, Holyrood Park and Newhaven. Roads where filming was taking place were closed to traffic during the filming period, with streets

nearby affected by parking restrictions, with a total of 29 streets affected for short periods across the filming schedule. Once again costs for council services were recuperated and location fees charged for hire of Council property. There were no pedestrian closures which meant that businesses could remain open during filming, though the production company came to private arrangements with any that experienced a direct loss of revenue.

Private arrangements were made with the locations that were used by the film production company one or two months ahead of filming. Notification to residents and businesses near the filming locations was made three weeks ahead of filming, in an attempt to avoid confusion with Fast & Furious while meeting the Code of Practice for Filmmakers' guidance about timescales for notification of night filming on 4 of the filming days.

The total crew size was approximately 200 people, within which a number of local new entrants were given the opportunity to work on the production as location marshals.

Media coverage included articles in 9 local and national publications and social media coverage included 138 Tweets, all of which were positive.

3. Council revenue from filming in 2019.

Film Edinburgh began collating data about City of Edinburgh Council fees and charges from filming in April 2019.

Information provided concludes that the Council has charged a total of **£249,186** for services to filming in 2019.

Film Edinburgh 2019 report

Production Activity in the Edinburgh City Region 2019 2019 Production Enquiries (2018 figures in brackets)						
2019	No. of Enquiries	As % of total enquiries	No. of Productions	As % of Total Productions	No. of Days	Value £
Feature Films	41 (47)	9 (10)	12 (7)	4 (2)	95 (42)	8,474,294 (889,000)
TV Drama	21 (23)	4 (5)	7 (7)	2 (2)	48 (98)	1,374,000 (2,808,500)
Commercials	27 (38)	6 (8)	18 (23)	60 (74)	31 (35)	1,030,725 (516,500)
Corporates	114 (82)	24 (17)	94 (63)	27 (20)	117 (97)	590,600 (105,500)
Pop Promos	8 (11)	2 (2)	3 (6)	1 (2)	6 (17)	512,000 (35,500)
Factual	95 (103)	10 (21)	87 (81)	26 (26)	168 (150)	263,500 (129,000)
Light Entertainment	38 (34)	8 (7)	27 (25)	8 (8)	133 (65)	487,500 (236,000)
Short Films	66 (78)	14 (16)	42 (59)	12 (19)	83 (140)	31,400 (79,400)
Stills	52 (51)	11 (11)	43 (35)	13 (11)	119 (66)	1,173,700 (688,000)
Web	7 (12)	1 (2)	5 (10)	1 (3)	8 (23)	29,500 (11,500)
Other (animation, installation)	5 (2)	1 (0)	2 (1)	1 (0)	3 (3)	1,500 (10,500)
TOTAL	480 (481)		340 (317)		811 (736)	£13,968,719 (5,509,400)
+ 3% multiplier						£14,387,781



Filmed productions in Edinburgh, East Lothian and Scottish Borders 2019

Title	Company Name	Type	Fiming Dates
All Over The Place	CBBC	Childrens	21 April 2019
Pets	BBC	Childrens	28 April 2019
Let's go for a Walk	CBeebies	Childrens	October 29 2019
The Dengineers (series 5)	BBC	Childrens	July 26-30 2019
milkshake! Monkey	Channel 5	Childrens	31 July 2019
Gaelic children's programme	CBBC / Cbeebies Alba	Childrens	november 2019
Ganten Water 2019	Freak Films	Commercial	January 29-30 2019
Scottish Government - Best Start grant	Filming Scotland	Commercial	30 January 2019
RBS 'Sophie' advert	Greenroom	Commercial	February 4 2019
Scotland is Now	LS Productions for VisitScotland	Commercial	28 January - 3 February 2019
Bertelsmann	Filming Scotland	Commercial	2 March 2019
Scottish Government / Domestic Abuse.	Greenroom	Commercial	March 8 2019
Road Safety	Greenroom	Commercial	April 9 2019
Kia advert	LS Productions	Commercial	20-22 March 2019
Mango stills	LS Productions	Commercial	30 & 31 May 2019
Google App ad	Rattling Stick/Salt	Commercial	15 June 2019
MK Autumn Winter Commercial	Freak Films	Commercial	August 2019
Edinburgh Gin	LS Productions	Commercial	16 October 2019
Haig Whisky promotion	LS Productions for DB Ventures	Commercial	October 2-3 2019
EE advert	LS Productions	Commercial	November 28 2019
Scotland is Now	Speakeasy	Commercial	11 April 2019
Police Scotland Call	Freak Films	Commercial	May 2019
I'm A Celebrity trailer	Freak Films	Commercial	November 2019
Telford AW 19	Eyeballs	Commercial	august 19 2019
Not Your Grandfather's Scotland	VisitScotland / Matador network	Corporate	January 14-21 2019
rugby related bank promo	Tanami for Leith Agency	Corporate	January 14 2019



RBS in-house film	RBS Agency (The & Partnership)	Corporate	February 2 2019
RBS internal promo	Tanami	Corporate	15 January 2019
Scottish Government: Love	Eyebolls (w/Whitespace)	Corporate	29 January 2019
British Heart Foundation	Fosho Video	Corporate	January 18 + 25 2019
Corporate Interviews	Baillie Gifford	Corporate	19 20 February 2019
Crowne Plaze Bus stop ad	Tanami for Crowne Plaza Hotels	Corporate	21 February 2019
Corporate Interview	Editions Financial	Corporate	25 March 2019
Scottish Widows	Sarah Lauder for Scottish Widows	Corporate	11 March 2019
Scottish Government - Now	Eyebolls	Corporate	19 March 2019
World Health Organization No Tobacco Day	Heehaw	Corporate	28 March 2019
Scottish Enterprise	Speakeasy	Corporate	15 March 2019
Scottish Digital Planning Department	Future Cities Catapult/ Urban Croft	Corporate	Wednesday 20 March 2019
short film for Marriott and Sixt	DRIVETRIBE	Corporate	1 & 2 April 2019
Scottish Gov Breastfeeding Online Video	Filming Scotland	Corporate	April 9 2019
1 in 4 Edinburgh Leisure Corporate	Heehaw	Corporate	3 April 2019
Chase Marriott 2019 Scotland shoot	Rubbernecker Films / Cut Mustard TV	Corporate	29 May 2019
CEC Transformative	BB Productions	Corporate	30 April, 1 and 2 May 2019
Open University promo	The Open University	Corporate	2 May 2019
corporate	Loudmouth	Corporate	2019
Ardbeg RMM	Eyebolls	Corporate	1 May 2019
Danny MacAskill content	Cut Media	Corporate	15-17 May 2019
Nora conference corporate	Encaptivate	Corporate	20 - 23 May 2019
Hotel brand corporate	Kingdom Creative	Corporate	22 or 23 may 2019
EDF Energy online content	Be The Fox	Corporate	8 June 2019
Charity video	Starstruck Media	Corporate	6 June 2019
Edinburgh University shoot	Heehaw	Corporate	6 June 2019
Just Eat Cycles online	High Tide	Corporate	June 5 2019
Lloyds Banking Group promo	Lloyds Banking Group	Corporate	6 June 2019
Drone stock footage	Visit Scotland	Corporate	23 July 2019



University of Edinburgh Business School	Heehaw	Corporate	19 June 2019
Spectra DMC video content	Love that Media for Spectra DMC	Corporate	19 - 22 June 2019
Quit Cigarettes	Innovision for Change Incorporated	Corporate	24 July 2019
Fitness video	Crew Scotland	Corporate	July 2019
Experian, Customer Innovation Experience film	Metro Ecosse	Corporate	6 & 7 August 2019
Visit Britain & Easy Jet campaign	Sasha Rickerd Productions	Corporate	30 July 2019
SY CYPIC	Freak Productions	Corporate	October 2019
Heriot Watt Promo	Enterprise Screen	Corporate	12 July 2019
Scottish Power online ad	Tanami	Corporate	30 / 31 July 2019
Fringe show promo	Steve Pacek	Corporate	August 4/5 2019
Tesco Bank	High Tide Media	Corporate	18 July 2019
Future Tech - Experian	Metro Ecosse	Corporate	6 or 7 August 2019
Viking Cruises promo	Excursions Ltd	Corporate	11 August 2019
Plant laboratory	Baillie Gifford	Corporate	12 & 13 August 2019
Canadian Fringe photocall	Corner Shop PR	Corporate	31 July 2019
Filming on beach	Heehaw	Corporate	August 2019
Lloyds TSB Onboarding	Andy Maas for The&Partnership	Corporate	17 & 18 July 2019
scottish govt - Money Talk team	Eyebolls	Corporate	July 2019
Coutts Bank	The & Partnership	Corporate	may 7 2019
Warner Bros 'Friends' anniversary orange sofa promo	Premiere Communications for Warner Bros	Corporate	16 September 2019
Online bike brand piece	Cut Media	Corporate	23 - 25 August 2019
drone footage of Edinburgh	Mrs Smith Aerial	Corporate	2 September 2019
Internal corporate	Baillie Gifford	Corporate	24 October 2019
Corporate	Campfire	Corporate	20 September 2019
Future Gazing Video	Metro Ecosse	Corporate	12-13 September 2019
EFPIA	Tanami	Corporate	13 September 2019
Social media footage	Campfire	Corporate	20 September 2019



PowerCurve Video	Metro Ecosse	Corporate	30 September and 1 Oct 2019
VisitScotland	Eyebolls	Corporate	September 17 2019
Bross Bagels promo	Kode Media	Corporate	4 October 2019
Scottish Government ad	Tanami	Corporate	1 October 2019
Danny MacAskill interview	Fusion Media	Corporate	7 October 2019
Internal promo	JCDecaux	Corporate	23 & 24 October 2019
Firth and Forth Filming Permissions	Campfire	Corporate	November 2019
Irn Bru	Eyebolls	Corporate	6 November 2019
RCPE promotion	MBP	Corporate	october 30 2019
Pernod Ricard promo	HG productions	Corporate	November 5 2019
Scotland is now: GP recruitment	Tanami	Corporate	November 11 2019
NMS Dinosaur Exhibition	Freak Films	Corporate	Friday 8 November 2019
Worldwide Cancer Research	Big Partnership	Corporate	13 November 2019
charity carol singing video	Free Agent	Corporate	December 9 2019
Edinburgh's Christmas drone filming	Underbelly/Airborne	Corporate	30 November 2019
Online course content	Tamara Hanley	Corporate	December 2019
Mountain Bike World Cup	Stripe Communications	Corporate	12 April 2019
Scottish Government Stand Up	Greenroom Films	Corporate	20 May 2019
Bicycle Lock Products	Edinburgh Film Company	Corporate	28 June 2019
Penguins Made from Lego	Edinburgh Zoo	Corporate	2 July 2019
Jacqueline profile	Edinburgh Business School	Corporate	12 July 2019
Drone filming	AGB Online Solutions	Corporate	19 October 2019
whisky video	Loudmouth	Corporate	16 January 2019
Sainsbury's Bank 150th anniversary	Greenroom	Corporate	April 11 2019
Period Poverty - Stand Up	Greenroom	Corporate	May 20 2019
Scottish Development International	greenroom	Corporate	july 11 2019
Mrs Claus	Greenroom	Corporate	November 26 2019
Scottish Development International 2	Greenroom	Corporate	December 11 2019
Food Standards Scotland	Fond Films	Corporate	February 28 2019



Period Poverty commercial	Fond Films	Corporate	November 26 2019
Baillie Gifford corporate	Filming Scotland	Corporate	August 2019
Innes & Gunn	Filming Scotland	Corporate	November 2019
NMS Wild & Majestic	Freak Films	Corporate	April / May 2019
BG Asian Springs	Freak Films	Corporate	July 2019
Glenmorangie / Ardbeg	Eyeballs	Corporate	April 19 2019
Unknown	Chris Vlassis	Corporate	29 July 2019
'83	83 Film Limited	Feature Film	7 - 8 June 2019
Fast & Furious 9	Universal	Feature Film	2-24 September 2019
Eurovision	Oblik for Netflix	Feature Film	26 September - 9 October 2019
Sacch...The Truth	Lollywood film	Feature Film	29 March 2019
Jatt Bhatt Juielt	The Production Headquarters	Feature Film	8 May 2019
Zebra Girl	11 Little Films / North Isle Productions	Feature Film	7 July -8 Aug 2019
Nepali movie	c/o Kalina Shrestha	Feature Film	August 25 2019
She Will	Popcorn Films / Slug Love Films ltd	Feature Film	11-12 November 2019
Shiddat	bollywood	Feature Film	November 9 2019
Princess Switch 2 (2019)	Switch Productions for Netflix	Feature Film	November 25 2019 - December 22 2019
The Last Bus	Hurricane Films	Feature Film	7 November 2019
Our Ladies (The Sopranos) Pickups 2019	Sigma (Michael Caton Jones)	Feature Film	28 April 2019
BBC Radio 4 Drama	BBC Radio 4	Other	14 - 15 August 2019
Broadcast	BBC Radio 1	Other	24 October 2019
Music video	Storyboard Visuals	Pop Promo	13 May 2019
Harry Styles music video	LS Productions	Pop Promo	7-10 August 2019
Music video	Jonjo Lowe Digital	Pop Promo	29 August 2019
wedding footage	Scottish Portrait	Short Film	31 December 2018 - January 6 2019
Showreel	Fat Toad Films	Short Film	January 2019
Yarn Bombers	RTS	Short Film	end March 2019
Night walk for edinburgh	Fruitmarket gallery	Short Film	23 - 31 March 2019
London sci-fi 48 hr film challenge	David Hutchison	Short Film	13-14 April 2019



Educated	Sigma for SFTN	Short Film	February 11-14 2019
Stronger is better than angry	Selkie Films - Uncertain Kingdom strand	Short Film	June 29/30 2019
Dave short comedy specials	Strawberry Blond TV	Short Film	8 - 10 August 2019
Short EU doc	Eigen Productions	Short Film	3 & 4 August 2019
new year/hogmanay short	filming Scotland	Short Film	December 31 2019
Law office	Strange Boat	Short Film	September 9 2019
crowd funding teaser	Roisin & Sinead	Short Film	November 2 2019
New Writers Awards photoshoot	Scottish Book Trust	Stills	17 January 2019
Lufthansa 'city of the month' web promo	Elbkind	Stills	January 10-13 2019
RBS stills	Crew Scotland	Stills	January 28, 30, 31, February 4, 5, 6 2019
Photo shoot	The TVC Group	Stills	6 February 2019
Finance Photo Shoot	Realise	Stills	2-3 July 2019
Le Kilt	LS Productions	Stills	April 20-21 2019
Lifestyle shoot	Identity	Stills	26th-27th March 2019
Ralph Lauren Polo Fall19	LS Productions	Stills	2-3 April 2019
Photoshoot	Michelle Methven Productions	Stills	1 and 2 May 2019
Dressman	LS Productions	Stills	May 8-10 2019
Bonita Fashion Shoot	La Creative Factory	Stills	13 and 14 June 2019
Chinese menswear stills	Ciaodreamer	Stills	June 2-3 2019
Henbury photoshoot	Henbury	Stills	30 May 2019
Fracomina stills fashion shoot	Amelia & Co	Stills	18 May 2019
Long Tall Sally AW19	LS Productions	Stills	May 28-31 2019
Photoshoot	Visit Scotland	Stills	2 July 2019
Paris Edinbourg	LS Productions	Stills	16 - 21 June 2019
Yowow Chinese Clothing brand stills	Amelia & Co	Stills	27 June 2019
Paris Production company shoot	Sarah Lauder Productions	Stills	22 - 27 July 2019
Headshots	F&M Media	Stills	July 2019
Next stills	Michelle Methven for The Production Factory	Stills	July 9-13 2019



Fantastic Man fashion story	Artist Paris	Stills	July 13/14 2019
Shot for Stock	BBC Motion Gallery	Stills	3 - 5 September 2019
Parfois Autumn stills	LS Productions	Stills	9-13 July 2019
Hallhuber stills	LS Productions	Stills	16 & 17 July 2019
Children's Hearing Panel Scotland	Filming Scotland	Stills	22 July 2019
French men's fashion stills	Bwater Production	Stills	27 September 2019
Royal Edinburgh Military Tattoo photocall	Stripe Communications	Stills	6 August 2019
The Outnet stills	LS Productions	Stills	8 & 9 August 2019
Balmoral photoshoot	The Herd Represented	Stills	September 23-25 2019
Walk magazine shoot	River Group	Stills	18 September 2019
Royal Mail brand photography	Linney	Stills	November 5 2019
Coca Cola in house corporate	Epoch Design	Stills	November 14 2019
Kids Editorial	Zara Ronchi Productions	Stills	1 December 2019
Wedding Photography	Rachel Hein Photography	Stills	2 June 2019
Allure Bridal Stills shoot	Amelia & Co	Stills	September 13 2019
Hunter	Michelle Methven for Carley Bishop	Stills	September 25 2019
Bon Prix	Michelle Methven	Stills	August 5-15 2019
SFERA	michelle methven	Stills	July 10-15 2019
Cecil	Michelle Methven / Speedball	Stills	June 24-28 2019
Next winter catalogue	LS Productions	Stills	13-19 August 2019
Scotland Shoot	LS Productions	Stills	26-27 September 2019
Barbour fashion shoot AW 19	LS Productions	Stills	13-22 october 2019
Course work	Napier	Student Film	January 2019
fantastical coming of age story	Napier Screen Academy	Student Film	October 28 - November 3 2019
24 hours	Napier	Student Film	March 1 and 13 2019
Student Film	Napier/Screen Academy Scotland	Student Film	25 27 February 1 March 2019
Student film	Edinburgh College	Student Film	w/c 6 April 2019
Student Film	Edinburgh College / Szimonetta Simon	Student Film	16 - 18 March 2019



The curious case of the murdered malt	Edinburgh Napier Screen Academy	Student Film	10 March 2019
HND Television project	Edinburgh College	Student Film	May 7 2019
Course work	Edinburgh College	Student Film	2019
The Devil Takes Leith	Napier	Student Film	23 March 2019
Student film	Napier Screen Academy	Student Film	21st March 2019
music video	Edinburgh college	Student Film	10 April 2019
virtual reality project	Lancaster University	Student Film	1 April 2019
Waiting	Napier University	Student Film	between 04/04 to 14/04 2019
graded unit	Edinburgh College	Student Film	8 May 2019
Kinoeyes European Movie Masters	Napier Univeristy	Student Film	October 14 - 19 2019
Dead Wake (Shoal)	NFTS	Student Film	July 9-12 2019
And After (w/t)	Napier Screen Academy	Student Film	July 2 2019
The Venezuela Effect	Screen Academy Napier	Student Film	July 22 2019
Days of Night	Napier Screen Academy - KinoEyes European masters	Student Film	October 31 - November 3 2019
student film	Napier	Student Film	14 October 2019
short film	ECA	Student Film	November 2019
Woman and Child	QMU / Ajak Productions	Student Film	2019
Portuguese Cannon piece	Edinburgh College	Student Film	2019
Student film	University	Student Film	November 18-19 2019
Exhausted	ECA	Student Film	30 Nov - 1 Dec 2019
Ange the Ganj	ECA	Student Film	13 & 14 November 2019
Gandhi Documentary	Edinburgh College	Student Film	5 November 2019
Course work	Napier	Student Film	11 & 12 November 2019
course work	Edinburgh college	Student Film	13 December 2019
Downfall (re Charles 1)	DSP for BBC4	TV Documentary	4 February 2019
Johnny Bananas NBC	VisitScotland - NBC New York	TV Documentary	January 28 - February 5 2019
US Travel Channel	Committee Films for US Travel Channel	TV Documentary	January 31 2019



Rory's Long Weekend In...	inroduction TV	TV Documentary	March 2019
Orain - the search for Beethoven's Gaelic Songs	Media Co-op for BBC Alba	TV Documentary	February 4-5 2019
Thrill Festival piece on Tout le Baz'art	Novak Productions	TV Documentary	February 7-9 2019
Comedy Central travel show	Spelthorne TV for Comedy Central	TV Documentary	28 February, 2 March 2019
Long Lost Family	Wall To Wall	TV Documentary	February 8 2019
Robert Burns documentary	Caledonia TV	TV Documentary	April 23 25 2019
The People's News	Tern TV	TV Documentary	February 14, 26 2019
Bridges (Docu/Factual)	Freak Films	TV Documentary	13 - 19 June 2019
Children of the Devolution	Two Rivers Media BBC Scotland	TV Documentary	March 16 2019
Heineken Champions Cup quarter final	Sunset Vine/BT Sport	TV Documentary	25 March 2019
Landward	BBC Scotland	TV Documentary	March 21 2019
Tattoo convention	BBC Scotland	TV Documentary	31 March 2019
Bridge and Allen	BBC Scotland	TV Documentary	March 20 2019
Japanese pop band doc	Tele-Search	TV Documentary	May 2019
Influenza documentary	eHealth Digital Media Ltd	TV Documentary	April 4 2019
History of Golf	NBC Universal	TV Documentary	8th and 19th May 2019
Edinburgh Dusseldorf for Brisant	Marketing Edinburgh for ARD Germany	TV Documentary	27 March 2019
Places We Go (Australian travel show)	Eve Media	TV Documentary	25 & 26 May 2019
Grand Tours of Scotland's Lochs	Tern	TV Documentary	June 26-27 2019
BT Sport stock footage (Hearts/Hibs match)	Sunset & Vine	TV Documentary	6 April 2019
FYI	Fresh Start Media for Sky	TV Documentary	April 22 2019
Oxford Uni Press Series	Digeo Productions	TV Documentary	August 2019
Japanese TV	Telesearch	TV Documentary	5 May 2019
The Scottish Legends	Commune Image Media for Connaissance du Monde cinema network and Voyage TV	TV Documentary	July 25-29 2019
Footballer's Lives	Freak Films	TV Documentary	July - August 2019
Points of View	BBC	TV Documentary	16 May 2019
Mental Health & Me	Tern TV	TV Documentary	12 May 2019
Great British Car Journeys	Tern TV	TV Documentary	August 20, 22, 23, 24, 26 2019



Italian travel show	Visit Britain	TV Documentary	15 - 19 May 2019
ITV Nations Favourite Places	Denhams	TV Documentary	22 May 2019
DIY SOS	BBC	TV Documentary	23 May 2019
Tbc	Caledonia TV	TV Documentary	May 21 2019
Emeli Sande's Street Symphony	BBC Scotland	TV Documentary	31 May & 11 June, 27 & 28 July 2019
Britain's Favourite Landmarks	Denhams TV	TV Documentary	22 May 2019
The One Show	BBC	TV Documentary	11-12 June 2019
Gail Porter: Mental Health & Me.	Tern TV	TV Documentary	10 June 5 July 10 August 2019
News piece	BBC News	TV Documentary	20 June 2019
The Age of Nature	Brian Leith	TV Documentary	24 July 2019
James Martin's Islands to Highlands	Blue Marlin Television	TV Documentary	24 June 2019
Hidden Lives	BBC	TV Documentary	22 June 2019
history of scotland	NHK	TV Documentary	September 25 2019
Landward	BBC	TV Documentary	16 July 2019
Tommy Shepherd interview	China Global Television Network	TV Documentary	31 - 4 August 2019
Noteworthy	Elephant Shoe Films for BBC Scotland	TV Documentary	22 July 2019
Doha debates vox pops	James Wolley for Qatar Foundation	TV Documentary	22 July 2019
Impossible Engineering	TwoFour Broadcast for BBC	TV Documentary	August 28 2019
Talking head interview	Touchdown Films	TV Documentary	July 2019
Interview	Touchdown Films	TV Documentary	August 2019
Edinburgh Nights with Nish Kumar (Festival Review)	BBC Scotland	TV Documentary	July 31 to 22 August 2019
BBC Craft Show	Love Productions	TV Documentary	9 August 2019
LOOP	BBC	TV Documentary	8 August 2019
Vice "Quitting Comedians"	Emperor Penguins	TV Documentary	12 August 2019
Sunrise on Channel 7	Seven Network	TV Documentary	19 - 22 August 7 September 2019
See Hear	BBC	TV Documentary	16 September 2019
Scotland's home of the year series 2	IWC media	TV Documentary	14 August 2019



Frankie Boyle's Tour of Scotland	Two Rivers Media	TV Documentary	24 & 25 August 2019
Loop	BBC Scotland	TV Documentary	26 August 2019
Quest's World of Wonder	CNN	TV Documentary	September 4 + 7 2019
BBC Bitesize	Bright Button Productions for BBC	TV Documentary	28 September 2019
Live broadcast	BBC News	TV Documentary	11 September 2019
The Big Scottish Book Club	IWC Media for BBC Scotland	TV Documentary	26 September 2019
untitled football project	Two Rivers	TV Documentary	September 22 2019
Hearts v Hibs derby	Batcam	TV Documentary	September 22, 29 2019
A Night at the Museum	Firecrest Films	TV Documentary	6 October 2019
Viajeras Con B	Secuoya Contenidos	TV Documentary	October 23 2019
Wonderful World of Chocolate	Viacom Studios UK	TV Documentary	8 & 9 October 2019
Are You Smarter	Freemantle Media	TV Documentary	14 & 15 October 2019
UnXplained (History Channel)	Prometheus Studios inc	TV Documentary	23 October 2019
How the Victorians Built Britain, with Michael Buerke	October Films	TV Documentary	October 25 & 22 November 2019
The One Show water tasters	BBC Studios	TV Documentary	October 30 2019
Grand Designs - Joppa 2019/20	Boundless for Channel 4	TV Documentary	November 5-6 2019
Robert Burns Documentary	STV	TV Documentary	November 2019
The Write Way	Troy TV	TV Documentary	8 November 2019
Election Filming	ITV	TV Documentary	15 November 2019
Mind Yourself	Barcroft Studios	TV Documentary	26 or 27 November 2019
Queen Anne documentary	BBC Studios	TV Documentary	18 November 2019
Job Swap	Constantin Entertainment	TV Documentary	2 - 6 December 2019
The One Show	BBC	TV Documentary	21 November 2019
Earth: the first 100 million years (taster)	Two Rivers Media	TV Documentary	29 November 2019
climate striker doc	Finestripe	TV Documentary	29 November 2019
How To Spend It Well On Holiday (working title)	RDF Television	TV Documentary	13 - 16 December 2019



The Scots Asians	Caledonia TV	TV Documentary	21 May 2019
Rob Riggie: Global Investigator	Anomaly Entertainment for Discovery	TV Documentary	2 July 2019
History of Golf	Golf Channel	TV Documentary	12 July 2019
Belgravia	Carnival for ITV	TV Drama	June 10 - July 10 2019
Dia Adelia	Dia Adelia	TV Drama	17 - 31 January 2019
Guilt	Expectation Entertainment/ BBC Scotland	TV Drama	Mon 20 Tue 21 May 2019
Outlander season 5	Leftbank / Starz/ Sony	TV Drama	1 May, July 17-18, September 2019
The Last kingdom	Netflix	TV Drama	11 May 2019
Vera	ITV	TV Drama	10-15 Jun 2019
Elizabeth is Missing	STV for BBC	TV Drama	16 August 2019
The Greatest Dancer	Thames TV for BBC	TV Light entertainment	January 10 2019
Great British Bake Off 2019	Love Productions	TV Light entertainment	January 22 2019
View from the Terrace	Studio Something	TV Light entertainment	January 21 - 10 May 2019
Bargain Hunt	BBC	TV Light entertainment	February 2019
Saturday Kitchen	Cactus TV	TV Light entertainment	February 18 2019
Scot Squad	The Comedy Unit / Barry Laird	TV Light entertainment	13-15 March 2019
Test Drive series 2 quiz show	Bandicoots Scotland for BBC Scotland channel	TV Light entertainment	2, 3, 4, 9, 10, 11 April 2019
Debate Night	Mentorn Media	TV Light entertainment	9 March 2019
Comedy Underground	Bees Nees	TV Light entertainment	24 March 2019
Walking Britain's Lost Railways	Rumpus Media	TV Light entertainment	6 May 2019
The World's most beautiful Railway	Flint TV for More4	TV Light entertainment	1, 8-10, 17-18, 26 May, 1, 8, 22 and 27 June 2019



Great British Railway Journeys series 11	Boundless via CS	TV Light entertainment	28 - 29 May 2019
Wheel of Fortune US	Lucky Strike	TV Light entertainment	September 11-13 2019
Made in Britain Series 2	Daisybeck Studios	TV Light entertainment	30 July 2019
Good Morning Britain	ITV	TV Light entertainment	10 September 2019
Britain's Got Talent	Thames TV	TV Light entertainment	October 17-18 2019
Barging Britain	Ricochet	TV Light entertainment	4 October 2019
Great British Menu	Optomen	TV Light entertainment	September 23-24 October 1 2019
A View from the Terrace	Studio Something	TV Light entertainment	November 2 2019
Strictly Come Dancing - Vox Pop Filming	BBC	TV Light entertainment	9 December 2019
Guinness Book of Records	Guinness World Records	TV Light entertainment	10 June 2019
Rugby Online Documentary	Packed.House	Web Broadcast	28 29 30 March 2019
Solheim Cup influencer The Jazzy Golfer	Event Scotland	Web Broadcast	May 30 2019
Springwatch	BBC	Web Broadcast	March 5 + 12 2019
Edinburgh Festival filming	Digeo Productions for Oxford University Press	Web Broadcast	August 2019
Scottish Government- road safety	Eyebolls	Web Broadcast	May 13 2019

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Policy and Sustainability Committee

10:00am, Tuesday, 25 February 2020

Refugee Resettlement

Executive/routine	Executive
Wards	City-wide
Council Commitments	34

1. Recommendations

- 1.1 It is recommended the Committee agree the continued participation of the City of Edinburgh in managed refugee resettlement with a commitment of resettling one hundred refugees per year.
- 1.2 Should UK Government policy on resettlement be subject to significant change in the future (ie numbers to be resettled or funding that supports resettlement) that change will be reported to the committee and further approval sought.

Alistair Gaw

Executive Director for Communities and Families

Contact: Alistair Dinnie, Refugee and Migration Programme Manager

E-mail: alistair.dinnie@edinburgh.gov.uk | Tel: 0131 469 3855

Refugee Resettlement

2. Executive Summary

- 2.1 This report seeks approval for the Council's continued participation in managed refugee resettlement.

3. Background

- 3.1 In May 2015, the City of Edinburgh Council agreed to resettle twenty-five refugees in the first year of involvement in the UK Government's small-scale Syrian Vulnerable Persons' Resettlement scheme. In September 2015, the scheme was expanded to resettle twenty-thousand refugees over five years and the city committed to providing places for five hundred people. This scheme, now called the Syrian Resettlement Programme, will conclude in March/April 2020.
- 3.2 During 2019, the UK Government announced plans to combine various managed resettlement programmes into one global resettlement programme from 2020. The UK is planning to resettle six thousand people through this programme during financial year 2020/2021 and is seeking resettlement pledges from local authorities.
- 3.3 Following the decision by COSLA Council Leaders in June 2019 to endorse participation in the new programme, this report seeks Council approval to continue refugee resettlement at the current level of one hundred people per year.

4. Main report

- 4.1 The City of Edinburgh Council has resettled four hundred and fifty-six people to date under the Syrian Resettlement Programme with a further twenty-five people accepted for resettlement in the coming weeks. The first families arrived in November 2015 and we remain on track to realise the city's commitment to resettle five hundred people before this phase of resettlement concludes. On average, one hundred people have been resettled in Edinburgh in each of the last four years. This rate of resettlement has proven sustainable and it is proposed that resettlement at this level continue.

Edinburgh Scheme Key Features

- 4.2 Support for people resettled under the scheme is provided by the Refugee and Migration Team in Safer and Stronger Communities. Each household is allocated a named support worker on arrival who works with them to coordinate initial registrations (DWP and Council benefits, GP, dentist, optician, library membership etc) and respond to their changing needs as resettlement progresses.
- 4.3 Initial accommodation for resettled refugees is sourced through the Council's existing Private Sector Leasing (PSL) scheme managed by Link Housing. Once accommodation is identified, the Syrian programme covers the cost of any void period until the property is occupied. This accommodation is temporary, and households are supported to register with EdIndex and bid for permanent Council/RSL housing in the usual way. Consistent with current bidding lead-times, people typically move into permanent tenancies around two years after arrival, the exact timing dependent on household need and profile.
- 4.4 Whilst the supply of initial accommodation has proven adequate for the number of people we have resettled, there have been challenges: ground-floor/accessible accommodation and properties with three or more bedrooms tend to be particularly difficult to source. Current accommodation capacity within the city suggests very limited scope for any increase on current levels of resettlement.
- 4.5 Proposals to increase the level of rent paid to PSL landlord may lead to a short-fall between housing benefit/housing cost payments and rent due – an issue already experienced by resettled families who have been subject to the benefit cap. As with any other PSL tenant in similar circumstances, this has been resolved through application for a discretionary housing payment (DHP) and we would continue to do this for future cases.
- 4.6 School-age children are allocated a school place appropriate to their age and need. They are supported in their attendance at school by the Council's Additional Support for Learning Service.
- 4.7 Adults have their ability to communicate in English assessed shortly after arrival. Advanced speakers are referred to mainstream English for Speakers of other Languages (ESOL) provision offered by Edinburgh College; all others are offered an individually-tailored programme of English learning which is delivered as a partnership between the Council and third sector partners. While people develop their English language skills, language support is provided by the team of Arabic and Kurdish-speaking interpreters sourced through the Council's Interpretation and Translation Service.
- 4.8 The overall ESOL programme, funded by the scheme, is managed by the Council Lifelong Learning service which also provides some forty-five hours of English tuition a week. Further language teaching and cultural integration activities (cultural visits, festive events) have been commissioned from third sector partners, The Welcoming Association and Saheliya. Another third sector partner, Multi-Cultural Family Base provides additional support for families with children.

5. Next Steps

- 5.1 If the Committee approves continued involvement in resettlement, Council Officers will advise the Home Office of the City of Edinburgh Council's pledge of places for 2020/21.

6. Financial impact

- 6.1 Local authorities participating in the Syrian programme receive a set amount of funding for each refugee they resettle. The funding is front-loaded in the first year following arrival and tapers sharply over the subsequent four years. This same funding arrangement will apply to resettlement under the new programme.
- 6.2 Funding received from the Home Office for the Syrian programme has proven sufficient to cover all core staff, interpretation/translation, accommodation, equipment and furniture costs as well as the partner arrangements supporting ESOL provision described earlier in the report.
- 6.3 Apart from an allowance in the first year following resettlement – which is passed to the Additional Support for Learning service – education costs for children of school age are not covered by the scheme. Based on past years, this would entail future costs for around thirty school-age pupils per year.
- 6.4 The city resettlement programme is subject to a five-year rolling budget which includes a financial exit strategy in the event UK Government policy were to change and cease resettlement or alter the funding arrangements. Should any such significant change occur, the committee will receive a further report outlining the change and its implications.
- 6.5 If the Committee decides not to continue resettlement, the five years' of Home Office funding is sufficient to enable the programme and existing team to wind down over the next four years until a skeleton programme is left in financial year 2023/24 at the end of which the final resettled households would exit Council support.

7. Stakeholder/Community Impact

- 7.1 Refugee resettlement is managed to minimise impacts on good community relations. Refugees resettled have reported a small number of negative community experiences, but these have been rare and generally linked to periods of broader community tension (eg the EU referendum, reported terrorist attacks). In evaluation data returned to the Home Office, the overwhelming majority of adults resettled (95%) report they either definitely agree (71.5%) or tend to agree (23.5%) that their local community is a place where people from different backgrounds get on well together.

8. Background reading/external references

- 8.1 [Report to Communities and Neighbourhoods Committee 5 May 2015](#)
- 8.2 [Report to Communities and Neighbourhoods Committee 22 September 2015](#)
- 8.3 [Report to Communities and Neighbourhoods Committee 10 May 2016](#)

9. Appendices

- 9.1 Appendix 1 - Letter from Director of Resettlement, Asylum Support and Integration, Home Office.



20 December 2019

Dear local authorities,

UK Resettlement Scheme – pledges to resettle refugees

The Government is committed to supporting and safeguarding vulnerable people who seek protection in the UK through resettlement and asylum routes. We could not do this without the ongoing commitment and support of local authorities and your communities. I would like to thank you for the important contribution local authorities, such as yours, make to resettlement, the asylum system, or both.

On 17 June, the then Minister of State for Immigration and the Minister for Faith wrote to your Leader to tell them about the new UK Resettlement Scheme. Since then we know that many of you have been considering how to start, or continue, contributing to the UK resettlement effort. In the year 2020-21, we aim to resettle in the region of 5,000 refugees. I am grateful to those who have already indicated your clear commitment to support this important humanitarian effort.

We intend the start of the new scheme to follow seamlessly the arrival of the 20,000th refugee through the existing Vulnerable Person's Resettlement Scheme. We have begun to receive referrals under the new scheme from UNHCR and anticipate arrivals from early April.

To ensure a smooth flow of arrivals through transition we now need a fuller picture of the number of places that local authorities across the UK are able to offer. Therefore, it would be helpful if you could **please let your Regional Strategic Migration Partnership know, by Friday 31 January, how many refugees you will pledge to resettle in 2020-21**. In some authorities, you may still be working through your decision-making process. If that is the case, please do let us know: this is certainly not the final opportunity to demonstrate your commitment to the UK Resettlement Programme.

If you wish to clarify aspects of the scheme, please **get in touch with your Regional Strategic Migration Partnership or your Resettlement Contact Officer who will be happy to help**.

In talking about numbers, it might be possible to lose sight of the individual lives that we are impacting positively, and in many cases saving, through our resettlement schemes. We know that behind each successful resettlement is a huge amount of planning and ongoing hard work. Thank you again for your invaluable support for resettlement through the current schemes, as well as your support for those who arrive through asylum routes. I look forward to hearing from you in relation to the future.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kate Carr', with a stylized, cursive script.

Kate Carr

Director of Resettlement, Asylum Support and Integration

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Policy and Sustainability Committee

10.00am, Tuesday, 25th February 2020

Pay Policy

Executive
Wards
Council Commitments

1. Recommendations

- 1.1 The Policy and Sustainability Committee is recommended to approve the Pay Policy.

Stephen S. Moir

Executive Director of Resources

Contact: Katy Miller, Head of Human Resources

Human Resources Division, Resources Directorate

E-mail: Katy.Miller@edinburgh.gov.uk | Tel: 0131 469 5522

Pay Policy

2. Executive Summary

- 2.1 The Council has established pay processes and systems in place.
- 2.2 Significant improvements in the production of transaction data and analysis, has highlighted the requirement for a specific pay policy to strengthen controls and working practices.

3. Background

- 3.1 A fundamental principle relating to pay, is the right for employees to be paid correctly and at the right time. Further, employees and workers are protected by legislation (the Employment Rights Act 1996) from having unauthorised deductions made from their wages, including late payments of wages.
- 3.2 The Council's payroll system and processes are well established and are tested annually as part of the Internal Audit Plan.
- 3.3 However, late or incorrect notification to the Human Resources Division, by line managers, of employee details or pay claims, which affects pay elements, can result in payroll underpayments and overpayments to employees, which need to be mitigated and managed effectively. Additionally, there are instances of employees "banking" pay claims. This results in pay claims being paid in incorrect months, making it harder to track actual pay spend in the correct month and for service areas to budget.
- 3.4 This proposed Policy seeks to address these issues in terms of reinforcing the need for the required change in line manager and employee behaviours to ensure accurate and timely data is received for processing and seeks to recoup the costs incurred by the organisation by rectifying any pay related errors.

4. Main report

- 4.1 For our 18,000 plus workforce, the Council's pay bill averages £36m per month or over £400m per annum.
- 4.2 The Employment Rights Act 1996 (ERA) affords protection to employees and workers from having unauthorised deductions made from their wages. Late payment of wages is also included as a deduction of wages.
- 4.3 The Human Resources Division processes several thousand pay transactions every month which directly affect employees' pay. These include: leavers; joiners; changes to hours; acting up allowances; working time payments; occupational and statutory sick pay; parental leave; overtime and mileage claims and expenses.
- 4.4 Human Resources clearly and explicitly communicates the required cut off dates for payroll processing deadlines and, where possible, has automated pay forms for line managers and colleagues to use. However, due to incorrect or late notification of changes to employee details or pay claims, the Council has an unacceptable level of payroll processing errors.
- 4.5 In addition, several thousand employees do not have direct or self-service access to our Human Resources (HR) system and Council intranet and therefore, a significant number of paper-based claims need to be manually input into the HR. This too, compounds the situation due to natural human error with inputting.
- 4.6 This combination of factors and working practices results in a detrimental impact on some colleagues, who are potentially being paid incorrectly or not on time. This also results in a level of risk to the Council and additional administrative burdens upon HR due to the remedial and mitigating actions that are required.
- 4.7 This proposed Policy therefore seeks to provide further clarity in relation to the roles and responsibilities of different individuals and strengthens the required controls and measures to further improve pay processing accuracy and timeliness.

5. Next Steps

The Human Resources Division will develop a comprehensive internal communications plan to ensure the effective cascade of this new Policy and will ensure relevant documentation and processes are updated to reflect the agreed changes.

6. Financial impact

- 6.1 To reduce the amount of pay errors incurred, including the levels of overpayments to employees.
- 6.2 To cover the employee and administrative costs of correcting pay errors and drive performance improvements.

7. Stakeholder/Community Impact

- 7.1 The Council improves Value for Money.
- 7.2 Recognised Trade Unions have been consulted on this Policy.

8. Background reading/external references

- 8.1 <http://www.legislation.gov.uk/ukpga/1996/18/section/13>

9. Appendices

- 9.1 Pay Policy

Pay Policy

The Council (we) recognise that strong controls in relation to pay processing and control are essential. This ensures that employees (including employees and workers) are paid accurately and on time, and that the risk of incorrect payments being made are minimised.

This policy sets out the processes and controls to ensure employees receive correct pay at the right time. It standardises the processes that will be followed to ensure consistent and robust management of all pay related matters, for both existing and former employees. This includes the resolution of overpayments and underpayments where they do occur.

Author

Human Resources, Resources Directorate.

Scope

This policy applies to all existing and former Council employees. This also covers workers who fall under IR35 Regulations and are paid via payroll. Full details of worker types can be found on the Orb.

Purpose

The purpose of this policy is to ensure we (the Council) have fair and consistent procedures in place to prevent errors to pay, including the recovery of overpayments and payment of underpayments.

Review

The policy will be reviewed as and when a change to the existing policy deems this necessary, primarily as a result of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational requirements or change; or resulting from changes agreed through Trade Union Consultation.

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1. Appropriate practices and controls

This policy sets out our practices and controls for pay transactions. It is critical for these to be in place in order for employees to receive the correct pay within the timescales outlined. To achieve this our approach is preventative by taking steps to reduce the possibility of errors occurring in the first instance.

The main reason for pay errors is late, incorrect or incomplete submission of information. It is therefore critical that correct information is submitted to payroll by the cut-off dates, which are clearly communicated and are available on the Orb. It's the responsibility of both employees and line managers to make sure this happens accurately and on time.

2. Roles and responsibilities

The following outlines the key roles and responsibilities of those involved in making sure employee pay is correct and paid on time:

Employees are responsible for:

- Checking their payslip each month to ensure the salary is correct. Any anomalies should be brought to the attention of the line manager immediately.
- Ensuring any claims for additional payments (e.g. overtime or travel expenses) are correctly submitted in the month they're due to be paid. Claims cannot be banked and saved for a later date, they must be submitted in the month they are due to be paid. Where these have been banked, out with exceptional circumstances, this will be investigated, payment may be delayed and it may trigger performance improvement or disciplinary action.
- We expect all employees to act in good faith where they identify an overpayment, by reporting it and working with us to resolve the issue. Failure to act in good faith is a serious matter that could lead to disciplinary action.

Line Managers are responsible for:

- Ensuring that any information relating to a change in an employee's salary is submitted to HR before the payroll deadlines stated on the Orb.
- Contacting askHR immediately should an urgent change occur at short notice after the pay deadline.
- Monthly monitoring of their budget, paying particular attention to starters, leavers and employees who have changed their working hours or pay. Any changes should be visible in salary payments. If not, this should be investigated as a priority.
- Where a pay error is deemed to have come about because of a service area's failure to meet deadlines (when they could have reasonably done so) a re-charge of £150 will be levied against the service area for each instance.

Human Resources are responsible for:

- Correctly actioning changes that affect pay in line with legislative changes, nationally or locally agreed changes and payroll deadlines and contacting line managers where an error in pay has been identified.

3. Principles of recovering an overpayment

Where an overpayment has been made in error, regardless of how this occurred, the amount will be recovered. The employee must not spend the overpayment and should contact askHR immediately to arrange the return of the overpaid amount. We do recognise that there are some occasions where the recovery of a salary overpayment can be distressing, and this will be taken in to consideration when arranging to recover the overpayment if the employee has already unknowingly spent the money.

To ensure there's a fair and consistent approach to the recovery of salary overpayments, we will apply the following principles:

- Normally there will be one pay period at "normal" pay between discovery and correction of the overpayment. This will give our employee an indication of their correct pay entitlement and enable Payroll to ensure that the correct adjustments have been made.
- Where there's a single overpayment of a large amount, and it's obvious and reasonable to expect that the employee was aware of the overpayment, recovery will normally be immediate and in full.
- Where an overpayment is discovered as an employee is about to leave the organisation, the overpayment will be recovered in full immediately. Where there remains an outstanding balance the repayment schedule set out below will be followed. Where an employee has already left and fails to follow the repayment schedule, the Corporate Debt Policy recovery procedure will be triggered.
- Out with the above exceptions, the following repayment schedule will typically be applied:

Overpayment amount as a % of basic contractual monthly salary*	Repayment period (following the one "normal" pay period)
0 to 20%	1 month
20 to 30%	2 months
30 to 40%	3 months
40 to 50%	4 months
50 to 60%	5 months
60 to 70%	6 months
70 to 80%	7 months
80 to 90%	8 months
90 to 100%	9 months
Over 100%	10 months

*Currently gross for existing employees and net for those who have left our employment.

- In exceptional circumstances, it may be determined as part of the debt recovery process that recovery of overpayments might not be pursued. Such situations will be approved, on a case by case basis, in line with our scheme of delegation. This decision will consider:
 - Whether genuine financial hardship, as opposed to inconvenience, will be caused if the debt has to be repaid within the normal timescale;
 - Whether the employee acted in good faith; and
 - Any additional information provided by the employee to support their case.

4. Underpayments

Contractual pay

If an underpayment is identified, employees and line managers must log the query via askHR as soon as the issue is identified, askHR can also be contacted on 0131 469 5555.

Where an employee has received no pay, or less than their contractual pay, then normal practice will be to resolve underpayments within 1-2 working days. This includes cases that have been identified and evidenced as unlawful deduction of wages. There may be occasions where small amounts are scheduled in the next pay run in agreement with the employee.

Non-contractual pay

Where a line manager or employee fails to submit a non-contractual claim (such as expenses or overtime) by the required deadline, or the information submitted is incorrect or incomplete, this will be paid in the next scheduled pay run.

5. Taxation

HM Revenue and Customs accept that, for current employees, overpayments that occurred in the previous tax year can be dealt with as if they arose in the current tax year, provided any payments are in accordance with current tax and National Insurance legislation.

There could be losses or gains for employees, depending on any changes in income tax, National Insurance, pension regimes or the tax coding from year to year. The value of these losses or gains is, however, unlikely to be significant in most cases.

Overpayments that have taken place wholly or partly in a previous financial year or years will be treated as if they occurred in the current year.

Employees need to contact HM Revenue & Customs for information relating to their own personal circumstances, as HR are not able to offer advice on such matters. Tax codes can only be amended when the Council is informed to do so by HMRC.

6. Legislative context

This policy is compliant with relevant legislation including.

- The Prescription and Limitation (Scotland) Act 1973
- The Employment Rights Act 1996 (formerly the Wages Act)

This policy replaces any references to overpayments and underpayments of salary contained in the Corporate Debt Policy.

Policy and Sustainability Committee

10.00 a.m. Tuesday, 25 February 2020

Audit Scotland Briefing: Preparing for withdrawal from the European Union

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the report from Audit Scotland and the continuing work across the Council to plan for and mitigate risks associated with the UK withdrawal from the EU.
- 1.2 To refer the report to the Governance, Risk and Best Value Committee as part of its workplan.

Andrew Kerr

Chief Executive

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Audit Scotland Briefing: Preparing for withdrawal from the European Union

2. Executive Summary

- 2.1 The United Kingdom left the European Union (EU) on 31 January 2020 and is now in a period of transition until 31 December 2020. During this phase, EU Exit risks continue to be monitored and reviewed, as well as any relevant impacts on the council.

3. Background

- 3.1 In December 2019, Audit Scotland published the attached report highlighting key messages and illustrations of the impact that preparing for withdrawal from the EU has had on public bodies. The report's main focus is on the financial implications, together with some issues that may need to be addressed regarding ongoing preparations for EU withdrawal.

4. Main report

- 4.1 Following the UK Parliamentary General Election on 12 December, the UK Government secured a majority in the House of Commons for the passage of the EU Withdrawal Agreement Bill (WAB). During the transition period until 31 December 2020, the UK continues its trading relationship with the EU and follows the EU's rules. The Prime Minister has stated that there will be no extension of the transitional period beyond December 2020.
- 4.2 In preparation for the UK withdrawal from the EU, and with particular regard to the possibility of a "No Deal Brexit", the City of Edinburgh Council established a Cross Party, Elected Members Brexit Working Group, chaired by the Leader of the Council and supported by key officers. The remit of the Brexit Working Group includes issues relating to personnel, vulnerable people, procurement, funding and resilience. The Brexit Working Group continues to meet during the transition period to monitor the situation and any relevant impacts.
- 4.3 Preparations for Brexit have also featured on the agenda for the Council Leadership Team (CLT). As part of these preparations, the Council EU Exit Risk Register,

coordinated by the Council's Resilience service in conjunction with all service areas and key functions, is being regularly reviewed and signed off by CLT. The Resilience service has also established and chaired the Council Resilience Group Brexit Resilience Working Group to progress preparedness and contingency arrangements in the event of a "No Deal Brexit".

- 4.4 On 23 December 2019, the Scottish Government advised that the UK Government had formally stood down resilience planning for the potential disruptions arising from a "No Deal Brexit" (Operation Yellowhammer) on condition that such arrangements may require to be re-activated if deemed necessary.

5. Next Steps

- 5.1 The circumstances and potential effects regarding the UK withdrawal from the EU remain uncertain and are subject to change. The Cross Party Brexit Working Group, the Council Leadership Team and the Council Resilience Group Brexit Working Sub Group continue to meet and monitor developments.
- 5.2 The council continues to consider a range of issues as part of its ongoing monitoring of issues, contingency planning and risk management associated with the EU Exit, which align with the suggested considerations for public bodies outlined in Audit Scotland's 'Preparing for withdrawal from the European Union':
- lessons identified to date
 - risk monitoring and review, including identification of any new risks, including medium and long-term financial impacts and planning
 - support to EU / EEA colleagues
 - workforce planning and pressures, including those of partners
 - supply chain management
 - post-withdrawal work adaptations

6. Financial impact

- 6.1 Appendix 1 of the Audit Scotland Report sets out Scottish Government spending on preparations for EU withdrawal. One entry states that £50k has been allocated to each Local Authority for ongoing local coordination work on EU exit preparedness.

7. Stakeholder/Community Impact

- 7.1 The effect of the UK's withdrawal from the EU is likely to have an impact on a wide range of stakeholders and communities across the UK. The Audit Scotland report advises that the Scottish public sector will need to manage the transition to new partnership or trade arrangements, a different economic context, new funding

mechanisms and legislation against a backdrop of demographic changes and potential adjustments to public finances.

8. Background reading/external references

- 8.1 Report to Corporate Policy and Strategy Committee, 7 August 2018, Managing Transition to Brexit in Edinburgh

https://democracy.edinburgh.gov.uk/Data/Corporate/Policy_and_Strategy_Committee/20180807/Agenda/item_716_-_managing_transition_to_brexit_in_edinburgh.pdf

9. Appendices

- 9.1 Audit Scotland Report: Preparing for withdrawal from the European Union

<https://www.audit-scotland.gov.uk/report/preparing-for-withdrawal-from-the-european-union>

Policy and Sustainability Committee

10.00am, Tuesday 25 February 2020

Housing Sustainability – referral from the Housing, Homelessness and Fair Work Committee

Executive/routine
Wards
Council Commitments

1. For Decision/Action

- 1.1 The Housing, Homelessness and Fair Work Committee has referred the attached report to the Policy and Sustainability Committee for information.

Laurence Rockey

Head of Strategy and Communications

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Referral Report

Housing Sustainability

2. Terms of Referral

- 2.1 On 20 January 2020, the Housing, Homelessness and Fair Work Committee considered a report on Housing Sustainability.
- 2.2 The Housing, Homelessness and Fair Work Committee agreed:
 - 2.2.1 To note that the domestic sector was responsible for around 35% of overall emissions with Council housing responsible for less than 2% of emissions.
 - 2.2.2 To note that the significant investment in improving the energy efficiency of existing Council homes, coupled with the decarbonisation of the grid, had resulted in a 65% reduction in carbon emissions since 2005.
 - 2.2.3 To note the approach to achieving net zero carbon in Council Homes and that progress would be reported as part of the Housing Revenue Account (HRA) Business Plan.
 - 2.2.4 To note the range of innovative energy programmes and projects underway to reduce emissions across the city, tackle fuel poverty and overcome mixed tenure ownership barriers.
 - 2.2.5 To refer the report to the Policy and Sustainability Committee for noting.

3. Background Reading/ External References

- 3.1 Minute of the Housing, Homelessness and Fair Work Committee of 20 January 2020
- 3.2 [Housing, Homelessness and Fair Work Committee of 20 January 2020 – Webcast](#)

4. Appendices

- 4.1 Appendix 1 – Report by the Executive Director of Place

Housing, Homelessness and Fair Work Committee

10.00am, Monday, 20 January 2020

Housing Sustainability

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 It is recommended that Housing, Homelessness and Fair Work Committee:
- 1.1.1 notes that the domestic sector is responsible for around 35% of overall emissions with Council housing responsible for less than 2% of emissions;
 - 1.1.2 notes that the significant investment in improving the energy efficiency of existing Council homes, coupled with the decarbonisation of the grid, has resulted in a 65% reduction in carbon emissions since 2005;
 - 1.1.3 notes the approach to achieving net zero carbon in Council Homes and that progress will be reported as part of the Housing Revenue Account (HRA) Business Plan;
 - 1.1.4 notes the range of innovative energy programmes and projects underway to reduce emissions across the city, tackle fuel poverty and overcome mixed tenure ownership barriers; and
 - 1.1.5 notes that this report will be referred to Policy and Sustainability Committee on 25 February 2020.

Paul Lawrence

Executive Director of Place

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Housing Sustainability

2. Executive Summary

- 2.1 The Council's recent commitment to achieve net zero carbon by 2030 and declaration of a Climate Emergency has placed sustainability and climate change at the centre of strategic and policy discussions.
- 2.2 Council housing is responsible for approximately 2% of Edinburgh's overall carbon emissions, while the owner occupier, private rented sectors (and a small contribution from other registered social landlords) combined are responsible for approximately 33%. A concerted effort is required across the whole domestic sector to help support the transition to net zero carbon. Achieving these higher standards will be challenging both financially and technically, due to the age and construction of existing homes, further compounded by the mixed tenure ownership patterns found across Edinburgh.
- 2.3 Across the Council's existing and new build housing estate significant investment has been made in both building homes to very high energy efficiency standard and retrofitting existing homes to improve their energy performance and help to tackle fuel poverty. Higher standards, as applied to social housing, need to be applied across the wider domestic sector, with the right incentives in place, if carbon emissions are to fall as sharply as is required by 2030.
- 2.4 Opportunities for funding new technologies, collaboration and learning with both the private and academic sectors will continue to be promoted to overcome mixed tenure barriers, invest in its existing housing stock to improve energy performance, promote behaviour change and trial innovative low carbon technology pilots.

3. Background

- 3.1 On [24 August 2017](#), the Council agreed the Programme for the Capital - The City of Edinburgh Council Business Plan 2017/22, including a commitment to deliver 20,000 affordable homes over the next ten years.
- 3.2 [21 February 2019](#), the Council approved the five-year Housing Revenue Account (HRA) Budget Strategy 2019/20 to 2023/24. In addition to this, Council approved a draft 2019/20 capital budget, five-year capital investment programme and 30-year

Business Plan. This included £1,823 million capital investment over the next ten years to deliver the Council's own housing development programme.

- 3.3 On [21 March 2019](#), the Housing and Economy Committee approved the 2019/20 HRA capital programme for investment of £108.954 million in new homes, existing homes (including external fabric and estates) and services. This was a 35% increase on the previous year's approved capital programme and is the largest annual capital investment programme to date in Council homes.
- 3.4 On the [14 May 2019](#), the Corporate Policy and Strategy Committee approved the Council's Sustainability Approach, which included Edinburgh working towards a net zero carbon target by 2030, with a hard target of 2037. In response to this the Housing Service is commissioning two separate pieces of consultancy work on options to achieving net zero carbon across the Council's new build housing programme and the Council's existing stock.
- 3.5 On [31 October 2019](#), the Housing, Homelessness and Fair Work Committee approved the Strategy Housing Investment Plan (SHIP) 2020/25. This SHIP outlines a programme over the next five years which would deliver nearly 9,500 affordable homes across the city. Since the commitment was introduced (2017/18), 2,118 homes have been completed and a further 3,101 homes have been approved.

4. Main report

City of Edinburgh Council's Net Zero Carbon target

- 4.1 The Council's recent commitment to achieve net zero carbon by 2030 and declaration of a Climate Emergency has placed sustainability and climate change at the centre of strategic and policy discussions. This has also raised the profile of Edinburgh as one of the most ambitious cities seeking to tackle climate change to deliver a more sustainable and inclusive city. As a large social landlord in the city with over 19,500 homes and ambitions to build a further 10,000 new homes the Council can lead by example in delivering high quality, sustainable homes at a price that is affordable to the Council and its customers.
- 4.2 Unlike absolute zero emissions, 'net zero' or 'carbon neutral' implies some carbon emissions remain but allows for some form of offsetting. 'Net zero' refers to achieving an overall balance between emissions produced and emissions offset.
- 4.3 Reducing emissions across Council housing should not just focus solely on carbon savings but should also balance affordability with the needs of tenants such as thermal comfort and reduced energy bills. The Housing Service has adopted a fabric first approach which reduces energy demand and is technically, environmentally and economically viable.
- 4.4 A Fabric first approach to building design involves maximising the performance of the components and materials that make up the building fabric itself. Buildings

designed and constructed using a fabric first approach aim to minimise the need for energy consumption through methods such as: maximising air-tightness; increased levels of insulation; and optimising solar gain and natural ventilation.

- 4.5 Low carbon and renewable technologies (including decentralised energy supply systems, cogeneration, district heating, and heat pumps) are a key component of any move towards net zero carbon but should only be considered in addition to, or complementary to advanced fabric measures. Many of these systems can be expensive, can have a high embodied energy and rely heavily on customer behaviour to maximise benefit. It is also important that these low carbon and renewable technologies are appropriate for the building type and can evidence affordability and benefit to tenants. Future legislation will likely mandate their use more widely through building standards.
- 4.6 Carbon offsetting is another approach that can help address the issue of a carbon shortfall once measures have been put in place. This means that any remaining hard to reach emission reductions can be calculated and a price per tonne agreed upon. This total amount could then be paid into a verified carbon offsetting scheme that offsets those emissions by the same amount. This could be in the form of planting forestry in Scotland, investing in offshore wind farms or local community renewable schemes.

Domestic sector carbon emissions in Edinburgh

- 4.7 There are approximately 232,000 domestic properties in Edinburgh. Of these 142,000 (61%) are owner occupied, 56,000 (24%) are private rented, 20,000 (9%) are Council homes and 15,000 (6%) are housing association homes.
- 4.8 Edinburgh has a more challenging set of circumstances compared to other cities in Scotland in terms of reducing carbon emissions within the domestic sector. Edinburgh's population has increased by 63,700 (+14%) since 2005. Over the same period Glasgow's population has increased by 51,800 (+9%) and Aberdeen's by 20,110 (+10%).
- 4.9 In terms of the age of overall housing in Edinburgh, 47% (107,704) of homes were constructed before 1945. Of which approximately 70% (76,000) were built before 1919. As such, Edinburgh has a high percentage of hard to treat pre-1945 properties, many of which require significant fabric upgrades to help reduce energy demand. The mixed ownership patterns found in tenement style housing also presents complexities in terms of gaining agreements from all homeowners in mixed tenure blocks to carry out energy efficiency upgrades. All of which presents numerous challenges in improving energy efficiency.

Scottish Governments Energy Efficient Scotland Programme

- 4.10 The Scottish Government has produced an ambitious Energy Strategy, including a net zero carbon target by 2045. One of the cornerstones of this strategy is the Energy Efficient Scotland Programme (EES). EES builds on existing legislation and programmes that are already supporting the improvement of the energy efficiency of

homes, businesses and public buildings, as well as working with local authorities to develop Local Heat and Energy Efficiency Strategies (LHEES).

- 4.11 EES sets long term domestic standards for the social rented, private rented and owner occupier sectors and proposes that all residential properties in Scotland will be required to achieve an Energy Performance Certificate (EPC) rating of at least EPC C by 2040. For the social rented sector EES is proposing a new Energy Efficiency Standard for Social Housing 2 (EESH), which proposes to maximise the number of homes in this sector achieving EPC B (SAP \geq 81) by 2032.
- 4.12 With a significantly lower percentage of social housing in Edinburgh (15%) compared to the private rented and owner occupier sector, setting higher standards for social housing will have a limited impact on domestic sector carbon emissions. Higher standards as applied to social housing need to be applied across the wider domestic sector, with the right incentives in place, if carbon emissions are to fall as sharply as is required by 2030.
- 4.13 It is anticipated that the Scottish Government will make significant funding available to support the delivery of the EES programme with funding released incrementally over the next 25 years; aligned to the Government's commitment to achieve net zero carbon by 2045. It will be important to work with government to maximise early opportunities to secure enabling funding and support to meet Edinburgh's more ambitious 2030 target.

Current energy efficiency standards for existing Council housing

- 4.14 Almost 70% of social housing in Edinburgh (both Council and housing association homes) has an energy efficiency rating of either EPC B or C; significantly higher than the private rented (51%) and owner occupier sectors (47%). In addition to this, Edinburgh also has the third lowest percentage (23%) in Scotland for social housing households in fuel poverty. A significant reduction of carbon emissions can be achieved by a reduction in energy demand through more ambitious energy efficiency retrofit measures.
- 4.15 One of the core aims of the HRA Budget Strategy 2020/21 is to invest in bringing existing homes up to the standard of new build, with a key focus on improving the energy efficiency of homes to make them easier and cheaper to heat. Since April 2016, over 10,000 measures have been installed to improve energy efficiency in Council homes, which include 4,400 new heating systems; 3,200 homes insulated; and 2,700 new windows and front doors.
- 4.16 It is anticipated that 86% to 90% of homes will meet EESH 1 by December 2020. Where possible, the remaining homes will be held in temporary exemptions. Work is also underway to understand the implications of meeting the ambitious EESH 2 standard. Investment to date, coupled with the decarbonisation of the grid, has resulted in a 65% reduction in carbon emissions of Council homes since 2005.
- 4.17 A further 20% reduction in carbon emissions (85% since 2005) could be achieved if all existing homes were retrofitted to the ambitious EESH 2 (EPC B). This would also help to reduce energy demand, carbon emissions and energy costs; bringing

more residents out of fuel poverty and preventing others from falling into fuel poverty.

- 4.18 Achieving EESSH 2 will be challenging especially for 'hard to treat' buildings; typically, historical or listed buildings. Based on current measures and existing technologies around half of homes can be brought up to EESSH2 standards. New energy efficiency innovation pilots will be trialled to try and ensure EESSH 2 can be fully achieved as far as is practically possible. The 2020/21 Budget Strategy, presented to this Committee, factors in the cost of delivering EESSH 2 and includes a carbon innovation fund starting in 2021 to trial innovative technologies, approaches to retrofit and support carbon offsetting to ensure Council homes will be carbon neutral by 2030. Case studies of innovative retrofit projects are provided in Appendix 3
- 4.19 Along with energy efficiency measures there is a continued commitment to pilot low carbon technologies to achieve further carbon savings and to monitor and evaluate the benefits of certain approaches that have the potential to be rolled out on a much wider basis. Initiatives supporting energy efficiency and behaviour change are also important and can have a significant impact on how people use energy in the home, which can help lower fuel bills, tackle fuel poverty and reduce carbon. A summary of the initiatives underway is included in Appendix One.

Current energy efficiency standards for new build housing

- 4.20 Section 7 of current Scottish Building Standards relates specifically to sustainability, setting out a range of different standards homes can be built to (ranging from Bronze to Platinum). As of 2017 only 3% of homes in Scotland achieved EPC B or better. Within Section 7 'Bronze' standard is the baseline level for sustainability. Optional upper levels, which can include low or zero carbon generating technology, are specified which allow developers to gain recognition for building to higher standards. Planning authorities may also choose to make constructing to a higher level of sustainability a condition of approval or funding.
- 4.21 All Council new build homes are built to a minimum 'Silver Standard Active' level and have a minimum energy efficiency rating of EPC B. The Scottish Government incentivises local authorities and housing associations to build to this high standard by offering additional grant (£4,000 per home) via the Affordable Housing Supply programme.
- 4.22 Silver Standard achieves 40kWh/m² for houses and 30kWh/m² for flats, between three and four times more energy efficient than homes retrofitted to EESSH 1. For comfort and affordability, silver standard provides benefits to tenants in new homes in terms of energy costs and thermal comfort and includes the use of a low or zero carbon generating technology.
- 4.23 The homes built by the Council up until 2028 will represent an increase of 46% in the total estate. On average these new homes will be 20% larger, representing an increase of +56% in the total floor area, but the impact on increased carbon emissions is only +9%. As such, the carbon impact of the new build housing

programme is minimal. Based on the new build programme incrementally meeting stricter building standards over the course of the ten-year new build programme, it is estimated that the average new build home will produce seven times less carbon than the average existing home.

- 4.24 The piloting of new innovative building design approaches and opportunities for collaborative learning will continue to inform achieving high quality energy efficient homes. A summary of which is set out in Appendix 2.
- 4.25 Opportunities for collaborative learning linked to achieving Passivhaus will be of particular interest. New homes built to the Passivhaus standard help to achieve an ultra-low energy building that requires little energy for space heating or cooling. A number of case studies outlining Passivhaus projects in the UK are detailed in Appendix 3.
- 4.26 A review of the Scottish Building Regulations has commenced to consider the next steps to further enhance the energy performance of buildings and greenhouse gas abatement. The next set of standards and supporting guidance will be introduced in October 2021. Along with these new standards a new version of the national calculation methodology the Standard Assessment Procedure (SAP) will be available before the revised standards and guidance take effect. The revised building standards should provide much clearer guidance for housing developers to achieve higher energy efficiency standards.
- 4.27 Committee is asked to note the significant investment that is being made in Council homes to increase energy efficiency and reduce emissions and to agree that progress with delivering the net zero carbon commitment for Council housing will be reported as part of the HRA business plan process.
- 4.28 Reporting on housing sustainability programmes and initiatives will also be aligned with the Short Window Improvement Plan (SWIP) and form part of the Council's 2030 Sustainability Strategy.

5. Next Steps

- 5.1 Develop a ten-year programme plan outlining how the ambitious EESSH 2 energy retrofit standard will be achieved by 2030 (two years before the rest of the country). This will involve continued collaboration with the Scottish Energy Centre at Edinburgh Napier University to better understand whole house retrofit opportunities and challenges across older housing stock.
- 5.2 Continued collaboration work with both Edinburgh Napier University and Anderson Bell Christie architects to develop and embed an ambitious new build design principle to support the move towards net zero carbon. A detailed report on this proposed new approach will be reported back to this Committee within two cycles.
- 5.3 The HEEPS:ABS 2019-20 programme will be progressed with a target of 1,200 homes and an application for funding for HEEPS:ABS 2020-21 will be submitted to the Scottish Government for consideration, targeting a similar number of homes.

- 5.4 The Decarbonisation Fund project will be commenced early next year with a tenant communications campaign outlining the project and the benefits to tenants.
- 5.5 Further collaboration and partnership working with the Scottish Government will be required to maximise early opportunities to secure enabling funding and support to meet Edinburgh's more ambitious 2030 target.
- 5.6 The Housing Service will seek to maximise learning from work taking place on new low carbon technologies, materials and energy efficiency retrofit methods. This will help to ensure that the right investments are made that can maximise opportunities to reach the highly ambitious EESSH2 standard.
- 5.7 A communications strategy will be developed to target the wider domestic sector with a particular focus on the owner occupier and private rented sectors. This would enable targeted communications to reach householders and private sector landlords advising them of their options in relation to funding available for energy efficiency retrofit or the installation of low carbon technologies. It would also address upcoming legislation that may affect them and signposting to agencies that can offer further support and advice.

6. Financial impact

- 6.1 The Budget Strategy 2020/21, report to this Committee, sets out a draft five year capital investment programme of £190 million (before inflation) to improve the quality of existing homes and estates, with dedicated resources to be made available to upgrading mixed tenure blocks. This also includes c.£12 million towards meeting EESSH 1. The strategy also identifies that an estimated £40 million will be required until 2030 to meet the ambitious EESSH 2 standards. In addition to this, a carbon innovation fund starting in 2021 to trial innovative technologies, approaches to retrofit and support carbon offsetting to ensure Council homes will be carbon neutral by 2030.
- 6.2 The strategy also includes £1.4 billion (before inflation) to develop new affordable homes over the next 10 years, with another £155 million to acquire land for housing development.
- 6.3 As set out in the SHIP 2020/25, there is a funding gap of c.£72 million in order to achieve the 20,000 new affordable homes target. Additional energy efficiency measures, if not backed by further funding from Scottish Government, will only widen this gap or will have to be funded by an increase in tenants' rents.
- 6.4 Over the last two years £6.8 million of funding through the HEEPS:ABS programme has helped approximately 1,800 households. The 2019/20 financial year will see grant funding of £3.6 million targeting approximately 1,200 homes. This funding is extremely important in helping to overcome mixed tenure challenges.
- 6.5 Collaboration with strategic partners is ongoing with a particular focus on joint funding bids for innovation pilots. Other opportunities to maximise funding sources to test new technology pilots, which have the potential to be rolled out on a wider

basis, are prioritised. The recent grant award of £500k in match funding from the Scottish Governments Decarbonisation Fund to trial solar PV and battery storage across 112 properties in Kirkliston is evidence of this.

- 6.6 For new build housing to meet higher sustainability standards beyond Silver standard it is likely to require significant additional investment. This additional cost is partly due to the limited availability of materials and skilled workforce. As more developers build to higher sustainability standards the supply chain will have greater certainty of demand to be able to make the necessary investments in capacity and industrialised capability. As such over the coming years the cost of constructing to these standards and retrofitting existing homes should become less financially challenging.

7. Stakeholder/Community Impact

- 7.1 The Council's ongoing and planned housing sustainability initiatives will have a positive community impact helping to alleviate fuel poverty, reduce carbon emissions, lower fuel bills and address the challenges of mixed tenure ownership in the city.
- 7.2 Around 26% of the homes in Edinburgh are privately rented and there were over 42,000 registered landlords with approximately 57,000 homes. Traditionally, landlords have been slow to improve the energy efficiency of their homes. The Council will continue to work with partners such as Home Energy Scotland to engage private owners and landlords, promoting advice and information services and to encourage landlords to undertake energy efficiency measures.
- 7.3 There is an extensive programme of consultation and engagement with tenants, including surveys, focus groups, tenant panels, tenant led service inspections and resident and community meetings. There is also a dedicated annual budget consultation exercise designed. Making homes easier and cheaper to heat remains a key priority for tenants. A quarter of tenants said they had difficulties affording to heat their homes. Energy costs and the efficiency of homes is a central concern for tenants and feedback has demonstrated a demand for support and investment to make homes more efficient and easier to heat.
- 7.4 On 27 November 2019, a workshop was held with members of the Housing Homelessness and Fair Work Committee covering the current and planned work of the Housing Service and Economy Service in the context of the wider net zero carbon commitment. Both service areas will continue to engage with elected members as work on sustainability strategy is progressed.

8. Background reading/external references

- 8.1 Scottish House Condition Survey: [2017 Key Findings](#)
- 8.2 Scottish House Condition Survey Local Authority Analysis [2015-2017](#)

- 8.3 UK local authority and regional carbon dioxide emissions national statistics: [2005 to 2017](#)
- 8.4 Home Energy Efficiency Programmes for Scotland: [delivery report 2017-2018](#)
- 8.5 Energy Efficient Scotland: [route map](#)
- 8.6 Update on Short Window Improvement Plan, Policy and Sustainability Committee on [25 October 2019](#)
- 8.7 HRA Budget Strategy 2019/24, Finance and Resources Committee on [1 February 2019](#)
- 8.8 2019/20 HRA Capital Programme, Housing and Economy Committee on [21 March 2019](#)
- 8.9 Housing Service Improvement Plan, Housing and Economy Committee on [6 June 2019](#)
- 8.10 Mixed Tenure Improvement Strategy Update, Housing and Economy Committee on [6 June 2019](#)

9. Appendices

- 9.1 Appendix 1 - Summary of existing Council homes sustainability projects.
- 9.2 Appendix 2 - Summary of new Council homes sustainability projects
- 9.3 Appendix 3 - Case studies of exemplar low carbon new build and existing homes retrofit projects

Appendix 1 – Summary of existing Council homes sustainability projects

Project/theme	Detail of project	Time frame
EESSH 1	<ul style="list-style-type: none"> It is anticipated that 86% to 90% of Council homes will meet EESSH 1 by December 2020. The remaining 2,000 homes (10%) will be held in temporary exemptions. Around 8% are due to legal or disposal reasons, i.e. homes in listed buildings, or homes due to be demolished or sold. The remaining exemptions are for technical reasons (i.e. hard to treat or prohibitive costs prevent the upgrade to be carried out) or social reasons (i.e. sitting tenants declining or the Council failed to gain agreement with other owners to carry out the upgrade in communal areas). The Council will continue to work with these latter exempted homes to achieve EESSH 1 wherever possible. 	December 2020
The Council's Energy Advice Service	<ul style="list-style-type: none"> The Council's Energy Advice Service, delivered by Changeworks, is now in its second year and is on track to help around 1,000 Council tenants a year, delivering a financial saving of approximately £210.00 per tenant. 	<i>Date On going</i>
Energy Efficiency Scotland Programme, Area Based Scheme (HEEPS:ABS)	<ul style="list-style-type: none"> HEEPS:ABS acts as an enabling fund by providing financial support to home owners in mixed tenure blocks, which allows the Council to raise the energy efficiency standard of its housing. The 2019-20 programme aims to target 1,200 homes (640 owner occupiers and 570 Council homes) in Edinburgh and will leverage in approximately £8.8 million in total funding. 	On going
Scottish Government Decarbonisation Fund	<ul style="list-style-type: none"> In November 2019, the Council was successful in receiving £500k match funding from the Scottish Government's Decarbonisation Fund to pilot the installation of solar PV and battery storage in 112 Council homes in Kirkliston. If successful, the pilot could be considered for a more widespread roll out across similarly suitable building types. 	2021

EESSH2

- Development of a ten-year delivery programme outlining how the ambitious EESSH 2 energy retrofit standard will be achieved by 2030 (two years before the rest of the country). EESSH 2 sets a target for all social housing in Scotland to meet EPC B (SAP ≥81).
- Retrofitting existing homes to EESSH 2 standard will achieve a maximum energy use for space heating of 35 kWh/m2 (a 70% reduction on EESSH 1 levels).
- This will involve continued collaboration with the Scottish Energy Centre at Edinburgh Napier University to better understand whole house retrofit opportunities and challenges across older housing stock and how the Council can go beyond EESSH 2 to achieve Net Zero carbon.

2030

Appendix 2 - Summary of new Council homes sustainability projects

Project/theme	Detail of project	Time frame
Current New build sustainability standards	<ul style="list-style-type: none"> All Council and RSL new build homes are built to a minimum 'Silver Standard Active'. The Scottish Government incentivises local authorities and housing associations to build to silver by offering additional grant (£4,000 per home) via the Affordable Housing Supply programme. Silver Standard achieves 40kWh/m² for houses and 30kWh/m² for flats, between three and four times more energy efficient than homes retrofitted to EESSH 1. 	On going
Future new build energy standards	<ul style="list-style-type: none"> The Housing Service is currently working with the developer CCG on a pilot to achieving gold standard within the Craigmillar Town Centre development. This hopefully will provide a blue print for achieving further gold standard developments. In addition, there are a number of collaborative learning opportunities currently underway which includes building up a relationship with and learning from Exeter City Council, linked to their Passivhaus programme and also a recent visit to see a Passivhaus scheme in Shettleston, Glasgow. The Housing Service is also working closely with colleagues in Corporate Property to learn from the design and delivery process for Passivhaus schools. Work is ongoing with Anderson Bell Christie architects to explore options for embedding more ambitious new build design principles that help support the move towards net zero carbon. 	On going
Transforming UK construction – Edinburgh & South East Scotland Home Demonstrator	<ul style="list-style-type: none"> A bid has been submitted to the UK Government Industrial Challenge Fund to support a Demonstrator project. The project brings together public sector partners (City of Edinburgh Council, Scottish Futures Trust, Scottish Government, the Construction Scotland Innovation Centre and Edinburgh Napier University with Off Site Scotland (OSS). OSS 	2021

	<p>consists of nine member companies active in the offsite sector both as timber manufacturers and house builders. The project would seek to deliver a new, innovative business model that would support use of offsite construction methods to deliver high quality new homes with a focus on whole life performance and low carbon options. The model seeks to transform core housing development, procurement and construction processes; which if successful, presents an opportunity to positively transform the construction sector and deliver a step change in supply of new homes.</p>	
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Appendix 3 – Case studies of exemplar low carbon new build and existing homes retrofit projects

Norwich City Council - Passivhaus

Location: Norwich

Innovation: Delivering Passivhaus at scale

Project Summary: The £14.7m Goldsmith Street development consists of nearly 100 houses and flats laid out in traditional terraced streets built to Passivhaus standard. With all homes to be available for social rent. Constructing to this standard averaged £1875 / m², in line with the average for the country. Each home faces south in order to maximise solar gain and exposure to natural daylight. The terraces' asymmetrical pitched roofs have a longer, lower and shallower profile to



the north, letting no house experience overshadowing from the one in front of it and permitting a narrower 14-metre street profile that references the nearby Victorian terraces. The higher upfront costs of Passivhaus, greater insulation and triple-glazing plus increased labour costs to ensure airtightness, have been compensated for by using timber frames. The terraces come in regular, orthogonal blocks to reduce the form factor (surface-to-volume ratio, making them easier to heat), which also makes them cheaper to build. Inside, the habitable rooms have larger south facing windows, and smaller rooms; studies and bathrooms are north facing with small windows to lower heat loss.

Impact: One of the main drivers for building to Passivhaus certification was the issue of fuel poverty and the performance gap. Annual energy bills are estimated to be 70% lower than the average households, with expected fuel bills to be approx. £150 per year.

Nottingham CityHomes - Energiesprong

Location: Nottingham

Innovation: The first Energiesprong UK pilot

Project Summary: The Energiesprong (energy leap) initiative, has radically upgraded the energy efficiency of thousands of homes in the Netherlands is now being piloted in Nottingham. Nottingham CityHomes is the first housing association in the UK to pilot near net zero retrofits using the Energiesprong approach. A number of hard to treat social housing homes in Nottingham will be upgraded utilising a manufacturing solution that includes new outside walls and windows, a solar roof and a state-of-the-art heating

system, all installed in a matter of days. The first 10-home pilot project was delivered by Melius Homes. This pilot, which transformed a mix of terraced houses and bungalows, launched in December 2017. A second pilot will improve a further 17 homes, comprising of 10 bungalows and 7 two-bedroom, three-storey houses and is the first wave of a rollout of Energiesprong to 155 Nottingham homes to 2020.



Costs are high, at £85,000 per property initially but are expected to fall to £62,000 by the end of the programme as the supply chain adapts. The local authority won £5m from the European Regional Development Fund to support this project.

Impact: The aim is to generate as much energy as the homes need – making them almost zero net energy. Tenants in phase one, seen monthly energy bills halve. Works not only improve the homes' energy performance, but also dramatically improve the look and feel of the neighbourhood. The model uses an innovative, whole life approach to finance, with the price of the works, equal to the expected planned maintenance costs and energy savings over a 30-year period.

Exeter Living – Passivhaus

Location: Exeter

Innovation: Multi storey Passivhaus

Project Summary: St Loye's Extra Care Scheme, a new £9.8 million development by Exeter City Council is currently under construction. Extra Care housing provides independent living in self-contained apartments for older people who have a range of care needs, with varying levels of support as and when residents need it. The development



includes lounges, dining rooms with roof terraces, hobby spaces, salon and spa treatment rooms and landscaped gardens. The planned four and five-story residential development has incorporated new design thinking that aligns better with the requirements of elderly life, placing strong focus on community and companionship. The scheme will provide 53 affordable apartments aiming to achieve the Passivhaus standard with the overall objective to reduce energy use and make the homes more affordable for tenants.

Impact: The key objectives for creating this exemplar Extra Care scheme was to incorporate the latest thinking with regards to elderly and dementia care design along with

meeting the rigorous Passivhaus energy standard. The Passivhaus standard allows the development to be designed to create optimal internal conditions and to ensure energy bills are reduced by 80% of those of a standard build; a particularly pertinent issue for vulnerable residents.

Portsmouth – EnerPHit retrofit

Location: Portsmouth

Innovation: Multi storey EnerPHit retrofit

Project Summary: The Wilmcote House (a 1960's concrete pre-fab construction) energy retrofit project was designed to meet the EnerPHit standard (Passivhaus retrofit standard). The 11-storey building is owned and managed by Portsmouth City Council and the significant energy savings will



address the serious fuel poverty issues previously experienced by the residents in this development many of whom were unable to adequately heat their homes. Ongoing maintenance issues with the building had led Portsmouth City Council to consider demolition; however, given the scale of relocation costs it became clear that refurbishment was the only practical and cost-effective solution with a long-term financial payback (15 years) against standard over-cladding measures. The extent of the £13m contract included insulating the external envelope with cladding and external wall insulation, replacing the roof, installing triple glazed windows, fitting new hot water cylinders, electric showers and mechanical ventilation heat recovery. The retrofit build cost was approximately £920/m², which is comparable with new-build housing of similar density and quality, providing a strong business case for upgrading existing multi-storey concrete buildings at scale.

Impact: The project will resolve the ongoing maintenance issues with the building and create a new thermal envelope which effectively insulates residents against future energy price rises and significantly extends the lifespan of the building and will result in energy savings of approximately 90%.

Together Housing – Integrated low carbon technology solution

Location: Lancashire and Yorkshire

Innovation: Integrated low carbon and renewable technology

Project Summary: Together Housing one of the largest housing associations in the North of England, managing over 36,000 homes across Yorkshire and Lancashire recently launched an innovative renewable energy pilot which aims to reduce the carbon footprint of their homes, save tenants money on their bills and demonstrate the commercial return of investing in green energy. The £2 million project is jointly funded by European Regional

Development Fund and Together Housing and will see the installation of solar panels on 250 homes. The panels will be complemented by battery storage units, which will enable most of the power generated by the panels to be used in the property during the day and night.

Typically, households with solar panels only use a third of the energy generated, with the



surplus going to the National Grid as the energy can only be generated and used during the hours of daylight, often when the house is empty. In return for free installation of the system and free electricity, residents will have a device fitted to their homes which will remotely capture data which can be used to assess the feasibility of the pilot, with the long-term aim of rolling it out to other Together Housing properties across Lancashire and Yorkshire.

Impact: The project is expected to save each household up to £300 a year on their electricity bills and reduce their electricity-based carbon emissions by 70-80%. It is also anticipated that around 20% of the electricity generated will be surplus, which can eventually be sold directly to energy suppliers.

Policy and Sustainability Committee

10.00am, Tuesday 25 February 2020

Contact Centre Performance: October - December 2019

Item number	
Executive/Routine	Routine
Wards	All
Council Commitments	

1. Recommendations

- 1.1 It is recommended that Committee notes performance trends for the period concerned within the Contact Centre and;
- 1.2 the ongoing improvement activities to ensure that Council services are accessible and that citizen queries and complaints are dealt with effectively.

Stephen S. Moir

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Contact Centre Performance: October – December 2019

2. Executive Summary

- 2.1 The report details Contact Centre performance for the period October - December 2019 and outlines associated service improvement activities.

3. Background

- 3.1 Committee receives regular updates on Contact Centre performance, trends, and ongoing service improvement activities. This report covers a 3-month period from October 2019 to December 2019 and the data is based on a call performance target of 60% of calls answered within 60 seconds, as approved by the Committee in August 2018. It also includes management information relating to footfall in local offices and volume data for the Council's various digital contact channels.

4. Main report

Overview

- 4.1 The Contact Centre team aims to maximise the number of queries resolved at the first point of contact, aligned with clear escalation routes where further input is required from other Council services. The Contact Centre team currently supports phone calls (inbound and outbound), e-mails, social media channels, web chat and chat bots.

Current Trends and Service Performance

- 4.2 Regular management information is produced to monitor performance and inform future improvement activities. The current reporting period saw various Council projects impacting Contact Centre activities (both positively and negatively), including; the rollout of a new housing repairs system (Total Mobile), the ongoing deployment of the customer relationship model (Verint), UK General Election support, further online developments and support for corporate improvement programmes. Where possible Contact Centre resource was reallocated to best match demand and support key services.

- 4.3 Key performance data and trends for the Contact Centre are detailed in Appendix 1, with the major themes highlighted in the following section. Across the last quarter the Contact Centre has demonstrated a further improvement across the majority of Service Lines as a result of the team's continuous improvement approach:
- Total calls answered for December to October 2019 were 172,692, which is comparable with the same period in 2018 (172,473 calls handled).
 - 32 of 35 (91%) of service lines achieved the 60% service target (calls answered within 60 seconds) in the current reporting period. A further line achieved a 57% service level.
 - 33 of 35 lines were within the 10% call abandonment tolerance target, with 31 lines achieving the 8% stretch tolerance target.
 - 21 lines reported an improvement in average handling time (AHT). The overall AHT for all lines has seen a slight increase to 332 seconds. This reflects the continued programme of support and up-skilling to develop service knowledge and call handling skills, with a wider focus on first touch resolution.
 - The quality of service provided by the Contact Centre is measured via an assessment of contact adviser performance against criteria covering both technical and soft skills. For the last three months the Contact Centre has achieved a 93% outcome, against a target of 80%, demonstrating consistent performance and quality service outcomes.
 - Social Media (Twitter contact), saw an 35% percent increase with 37,054 tweets received between October - December 2019, compared with 27,442 for the same period in 2018. This demonstrates citizen's appetite to use other contact channels for service enquiries and aligns with the Council's digital transformation goals.
- 4.4 The Mitel telephony system enables citizen satisfaction levels to be monitored, with Team Leaders receiving real time alerts on low scoring satisfaction surveys. This allows for immediate intervention and remedial actions with citizens and staff. Customer satisfaction for the reporting period was 65%. All feedback is reviewed, and action taken to address service gaps, improve the overall experience and share existing best practice. Work is also ongoing to determine how other satisfaction measurement tools e.g. text or email surveys can be introduced in 2020.
- 4.5 Complaint levels remain comparatively low, with recorded complaints totalling less than 1% of calls handled by the Contact Centre in the reporting period. The volume of complaints also reduced month on month in the current reporting period. The largest complaint theme related to service failure. The Contact Centre team continues to work closely with relevant Council services to ensure that accurate service commitments are given to citizens and expectations are effectively managed.

Ongoing Projects and Improvement Activities

- 4.6 The Scottish Welfare Fund (SWF) service performance is broadly comparable with the previous reporting period, and monthly targets have been achieved. Continued analysis of call trends, the use of flexible resource planning and the expansion of multi-skilling has enabled call volumes and application volumes to be managed effectively. During this reporting period the team received 4861 applications, an 18% increase when compared with the same period in 2018. This increase is attributable to welfare reform activities and the proactive promotion of the Fund.
- 4.7 Performance in the Repairs Direct team continues to be an area of focus with service levels dropping to 28% in the current reporting period. A new Housing Property repairs system, Total Mobile, launched during the current reporting period with some initial technical issues, which created additional calls to Repairs Direct line, with a 6.1% increase in calls compared with the same period in 2018. The Tradesman line experienced a 21.4% increase in calls and the Planners line received 13.6% more calls than the same period in 2018. These initial technical issues have now all been fixed and the Repairs Service Teams continue to enhance their knowledge of the new technology to maximise the efficiency.
- 4.8 During this period the team dealt with 3838 emails and 24,692 outbound calls (a 40% increase). Service levels have improved month on month in the current reporting period, with the Resource Planning Team proactively reviewing demand patterns with a view to realigning resources along with, active code management (reducing aftercall work from 32% to 26%), bespoke coaching and individual performance improvement plans introduced. New shift patterns were launched in January 2020, and the team, in conjunction with Housing Property, are actively promoting the non-emergency online form, resulting in increased uptake and higher levels of self service.
- 4.9 Planning and Building Standards and 1Edinburgh lines had lower service performance levels in the July – September 2019 report to Committee. Effective forecasting and resource management has resulted in these lines achieving and maintaining service levels in the current reporting period.
- 4.10 The school supply line delivered improved performance in the current period, handling 1280 requests. This is an essential service that sources temporary/supply cover for educational establishments across Edinburgh.
- 4.11 Almost 13,000 general enquiries were received by the Contact Team during this period and this data will be included in future performance updates. These calls were previously supported by a dedicated switchboard but now present as an option on all major service lines. An analysis of these calls will be completed in Q1 2020 to understand the reasons for the calls and work will be undertaken to ensure that citizens and Council officers are aware of the most appropriate contact number or online option to resolve their enquiries.
- 4.12 The use of technology continues to play an important role in improving the overall citizen and user experience and following the successful introduction of webchat in Waste Services, Repairs Direct is now live providing tenants with another channel to make contact. Online volumes will be reported in future reports.

- 4.13 The Council Chatbot functionality is live for Council Tax, Waste and Environmental services. Edinburgh is one of the first councils in Scotland to deliver this digital channel and 3590 messages were received during the reporting period October – December 2019, with volumes increasing month on month.
- 4.14 Other new initiatives include 'how to videos' for services such as Council Tax. The videos provide guidance and advice on how citizens can get the most from the Council's online forms. These videos will be widely publicised during the first half of 2020.

5. Next Steps

- 5.1 Performance will continue to be reviewed against target to ensure issues are addressed and service level improvements are achieved.
- 5.2 The use of technology continues to play an important role and we will continue to implement technology and systems throughout 2020 to better improve the citizen experience and to help achieve further saving targets.
- 5.3 Analysis of Customer Relationship Management, chatbot and online forms is now being undertaken and will be included in future reports. This analysis is a key component in producing comprehensive workforce plans.

6. Financial impact

- 6.1 The Contact Centre Team is projected to deliver a 15% efficiency saving within 2019/20 and this will be achieved through greater self-service, a rationalised cash collection operation and improved call handling. Where appropriate and subject to a comprehensive integrated impact assessment, predominately online activities will be considered for appropriate services, e.g. interaction with businesses.

7. Stakeholder/Community Impact

- 7.1 There are no direct equalities implications arising from this report. The Council continues to progress a primarily digital by design approach to ensure that all citizens are supported, providing them with appropriate and accessible service options. This adopts the standard call centre and shared services methodology of providing a range of channels, including: self-service options, call-based options, face to face interaction at a customer hub or locality office.
- 7.2 As the Council's online offering develops and matures consideration will be given as how best to further encourage and improve uptake of both self-service and online transactional options, supported by automation where appropriate.
- 7.3 The Customer Team draws upon a broad range of feedback and citizen groups to support service development and improvement.

8. Background reading/external references

- 8.1 [Customer Performance Update July - September 2019 - Report to Policy and Sustainability Committee, November 2019](#)
- 8.2 [Customer Performance Update April - June 2019 - Report to Policy and Sustainability Committee, August 2019](#)
- 8.3 [Customer Performance Update January – March 2019 - Report to Corporate, Policy and Strategy, May 2019](#)
- 8.4 [Customer Performance Update October - December 2018 - Report to Corporate, Policy and Strategy, February 2019](#)
- 8.5 [Customer Performance Update July – September 2018 - Report to Corporate, Policy and Strategy, December 2018](#)
- 8.6 [Customer Performance Update January – June 2018 - Report to Corporate, Policy and Strategy, August 2018](#)
- 8.7 [Customer Performance Update: July – December 2017 – Report to Corporate, Policy and Strategy, February 2018](#)
- 8.8 [Contact Centre Performance Update: April to July 2017 - Report to Corporate Policy and Strategy Committee, October 2017](#)
- 8.9 [Minute of Council Meeting 24 August 2017 – Automated Service – Customer Journey, Motion by Councillor Johnston](#)
- 8.10 Report to Corporate Policy and Strategy Committee, 28 March 2017 – [Customer Contact Update](#)
- 8.11 Report to Corporate Policy and Strategy Committee, 8 November 2016 – [General Switchboard and Website Enquiries](#)

9. Appendices

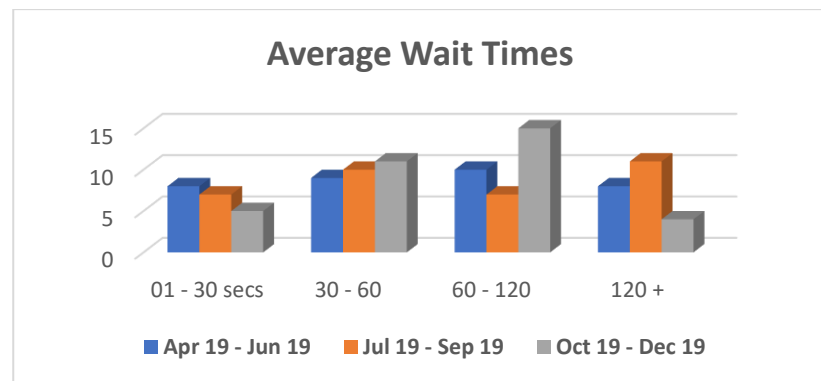
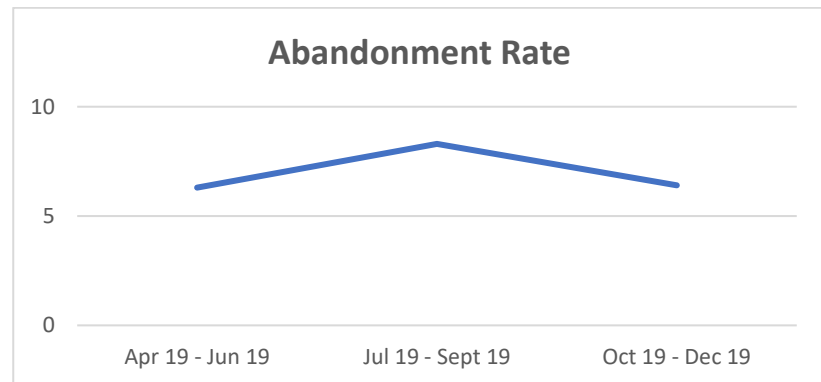
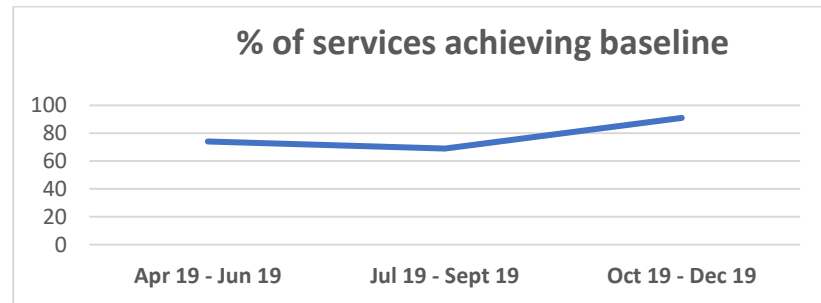
Appendix 1 – Customer Centre Performance Data

Contact Centre - Performance Data

Contact Activity & Timescale	% Calls answered within 30 seconds SLA target of 60%			Trend Jul – Sep 19 / Oct – Dec 19	Abandonment target – not exceed 10%, with a stretch target of 8%				Total Calls Handled	Trend Jul – Sep 19 / Oct – Dec 19	Average Wait Times			Trend Jul – Sep 19 / Oct – Dec 19
	Apr – Jun 19	Jul – Sep 19	Oct – Dec 19		Apr – Jun 19	Jul – Sep 19	Oct – Dec 19	Apr – Jun 19			Jul – Sep 19	Oct – Dec 19		
Anti-Social Behaviour	95%	88%	89%	▲	0%	4.8%	0%	26	▼	00:23	00:21	00:41	▲	
Central Emergency Serv	74%	74%	70%	▼	7%	5.4%	8%	7028	▲	01:19	01:13	01:32	▲	
C & F Professional Child	82%	76%	72%	▼	3.7%	5%	7.4%	1644	▲	00:37	00:52	01:04	▲	
C & F Public Child	78%	71%	66%	▼	3.9%	8%	9.4%	2151	▲	00:42	01:00	01:27	▲	
SCD Emergency	80%	72%	80%	▲	3.6%	4%	3.8%	194	▼	00:36	00:52	00:37	▼	
Clarence	52%	42%	61%	▲	13.6%	17.7%	8%	3024	▼	02:06	03:15	01:50	▼	
Council Tax	42%	58%	71%	▲	10.5%	5.9%	3.3%	24133	▼	04:09	02:44	01:29	▼	
Benefits	61%	67%	71%	▲	4.7%	2.6%	2.3%	5785	▼	02:26	01:54	01:29	▼	
NDR	69%	81%	79%	▼	3.8%	1.1%	1.6%	1630	▲	01:36	00:37	00:38	▲	
Customer Care	94%	91%	85%	▼	0.9%	1.2%	2.1%	4298	▲	00:16	00:21	00:32	▲	
Food Bank	63%	73%	74%	▲	10.1%	5.2%	5.1%	1877	▼	01:58	01:21	01:09	▼	
Emergency Home Care	85%	86%	82%	▼	11.4%	5.7%	7.7%	2982	▲	00:28	00:25	00:34	▲	
Emergency Home Care	87%	86%	80%	▼	3.2%	4.3%	7.1%	1102	▲	00:26	00:28	00:42	▲	
Emergency Social Work	88%	86%	84%	▼	5.1%	3.9%	6%	5006	▲	00:30	00:33	00:39	▲	
Interpretation	43%			▲	42.9%			730	▼	01:54			▲	
ITS Daytime	94%	90%	91%		3.3%	4.1%	3.7%			00:17	00:23	00:26		
1 Edinburgh	55%	42%	63%	▲	9.7%	16.1%	8.6%	4756	▼	02:00	03:19	01:41	▼	
Repairs Direct	71%	35%	28%	▼	4.3%	14.6%	28%	22565	▲	01:09	04:15	07:46	▲	
Repairs Planners	91%	87%	91%	▲	1.7%	2.8%	2.4%	13022	▼	00:20	00:25	00:17	▼	
SCD Professional Adult	76%	67%	64%	▼	4.6%	6.1%	8.5%	548	▲	00:46	01:03	01:07	▲	
SCD Public Adult	69%	55%	47%	▼	8.1%	13.9%	19.2%	9356	▲	01:24	02:30	03:19	▲	
Scottish Welfare Fund	46%	77%	74%	▼	8.8%	2.3%	2.7%	9796	▲	04:05	01:12	01:12	↔	
Repairs - Tradesman	73%	62%	60%	▼	5.3%	8.4%	10%	11230	▲	01:02	01:36	02:13	▲	
Waste Special Uplifts	50%	48%	57%	▲	5.8%	7.2%	3.8%	3224	▼	02:45	03:36	02:27	▼	
Waste	75%	65%	62%	▼	2%	5.2%	3.9%	5789	▼	01:00	02:07	01:40	▼	
Environment	56%	46%	61%	▲	5.8%	9.8%	4.7%	2048	▼	02:01	03:54	01:55	▼	
FM Helpdesk	88%	87%	74%	▼	4.2%	4.5%	10.4%	4178	▲	00:21	00:22	00:48	▲	
Building Standards	44%	49%	61%	▲	11.5%	13.4%	7.5%	1648	▼	02:56	02:33	01:40	▼	
Planning	48%	45%	61%	▲	10.6%	13.7%	7.8%	1260	▼	02:35	02:50	01:34	▼	
PBS Building Payments	72%	57%	68%	▲	5.7%	10.9%	5.5%	1418	▼	01:02	02:02	01:26	▼	
North East Locality	75%	69%	83%	▲	4.9%	5.7%	3.1%	3816	▼	00:44	00:49	00:30	▼	
North West Locality	75%	69%	83%	▲	4.2%	5.5%	3.6%	5526	▼	00:43	00:52	00:31	▼	
South East Locality	75%	70%	83%	▲	4.4%	5.7%	3.4%	3518	▼	00:44	00:51	00:30	▼	
South West Locality	76%	68%	81%	▲	4.1%	5.7%	3.3%	3425	▼	00:44	00:52	00:32	▼	
Supply Hub		76%	82%	▲		17.1%	10%	447	▼		00:44	00:23	▼	
Debt Services		52%	70%	▲		6.8%	3.4%	3539	▼		01:11	00:38	▼	

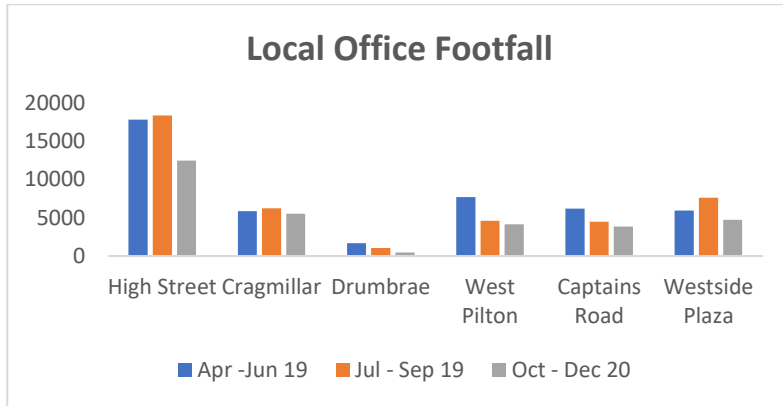
Contact Centre Performance Overview

Performance Measures



Commentary

- 32 lines achieved 60% service level (a further 1 line achieved 50% or above service level).
 - Total calls answered for October - December 2019 was 172,692
 - 91% of lines are achieving or exceeding the 60% service level compared to 64% of lines for the same reporting period in 2018.
-
- Overall call abandonment rate reduced to 6.4% this reporting period, achieving the 8% stretch target. The Contact Centre is answering 93.6% of all calls received.
 - 33 lines are achieving the 10% or below calls abandonment threshold target with 31 lines achieving the 8% stretch target.
-
- 19 lines show an improving trend seeing a reduction in average wait times (based on lines reported in previous report).
 - Online/self-service continues to be promoted to allow customers to self-serve where they can without the need to call.
 - Continued focus on code handling to ensure we have maximum staff capacity available to take calls and new shift patterns being introduced to cover periods of higher demand e.g. 10-2 shift.



- The higher footfall in High Street and Westside Plaza highlights the offices where cash is handled
- 18,213 payments handled in the current reporting period across High Street and Westside Plaza.
- Across all Local Offices the main reasons citizens present are for Housing or Homelessness Assessments

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Policy and Sustainability Committee

10.00am, Tuesday 25 February 2020

Welfare Reform update

Item number	
Executive/Routine	Routine
Wards	
Council Commitments	

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee notes:
 - 1.1.1 the ongoing work to support Universal Credit (UC) and Welfare Reform, in Edinburgh; and,
 - 1.1.2 the current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.

Stephen S. Moir

Executive Director of Resources

Contact: Sheila Haig, Customer Manager, Transactions,
Customer and Digital Services Division, Resources Directorate

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Welfare Reform update

2. Executive Summary

- 2.1 This report provides the Committee with an update in respect of the Council's ongoing welfare reform activities, including the implementation of Universal Credit.

3. Background

- 3.1 The Welfare Reform update is reported to the Policy and Sustainability Committee on a quarterly basis and aligns with the Working Group meeting cycle. The last report was considered by Committee on 26 November 2019.

4. Main report

Universal Credit (UC)

- 4.1 The Department for Work and Pensions (DWP) reported the following UC claims for Edinburgh on their interactive statistic platform, Stat-Explore. The table below shows the number of claims made to Jobcentre Plus offices in Edinburgh up to 14 November 2019.

Jobcentre	Number of claims up to 14 November 2019	Claimants with no work element	Claimants with element of work
Leith	4669	2285	2384
High Riggs	4999	2403	2596
Wester Hailes	1914	751	1163
Total	11582	5439	6143

Scottish Welfare Fund (SWF) Claims and Universal Credit (UC)

- 4.2 From April 2019 there have been 2955 applications to the SWF for crisis awards from UC claimants. A total of 1747 applications received an award with the total amount paid of £168,690.32.
- 4.3 Additional resource has been established within the team to ensure adequate support is available to citizens as they transition through Universal Credit.

Council Housing Services and Universal Credit (UC)

- 4.4 At the 30 December 2019 there were around 2703 council tenants (14%) known to have made a claim for UC.
- 4.5 On average the housing service is receiving 40-50 requests per week from the DWP for verification of housing costs for new UC claims by tenants. When rent verification requests are received, contact is made with tenants to discuss rent payment responsibilities and to encourage tenants to set up monthly direct debits for the date their UC is paid. Referrals are also made as appropriate, for more specialist UC support and advice.
- 4.6 Where tenants have complex needs or are in rent arrears and unable to manage payment of their own rent a direct payment of housing costs is made through Alternative Payment Arrangements or Scottish Choice (by tenant). Around 1601 (59%) UC tenants have a direct payment in place.

Temporary and Supported Accommodation

- 4.7 Households in temporary accommodation affected by the benefit cap and/or under occupancy are provided with advice and assistance in applying for Discretionary Housing Payment (DHP)
- 4.8 Currently there are 31 out of 777 households who are under occupying temporary accommodation. Whilst every effort is made to locate citizens in size appropriate housing, this is not always possible due to the availability of properties at short notice. These households are entitled to claim DHP relevant to any under occupancy.
- 4.9 Citizens entering temporary accommodation who are in receipt of UC are entitled to claim Housing Benefit to cover their housing costs. They will continue to receive the personal allowance element of UC.

Advice Services, Debt Advice and Welfare Rights

- 4.10 The Council's Advice Shop remains under review and is awaiting the recommendations of the Edinburgh Poverty Commission.
- 4.11 The main 4 reasons for citizens seeking advice from the Advice Shop are mortgage debt, credit card debt, Council Tax debt and Council tenants in rent arrears.
- 4.12 The Advice Line received 1016 debt enquiries of which 200 were taken on as clients. Those citizens who required assistance but were unable to access the Advice Shop were signposted or referred to other sources of assistance.
- 4.13 There were 7359 welfare rights calls received in 2019 to the Advice Line. A total of 4708 people were provided with information and advice by the Advice Shop in this period.
- 4.14 The Advice Shop achieved financial gains for citizens totalling £12.2m in 2019. This represents an average gain of £2.5k per household over a 12-month period.
- 4.15 The United Kingdom exiting the European Union (EU) has seen an increase in the number of enquiries regarding 'Settled Status' for EU citizens who are living in the

UK. For some households, access to benefit income will be dependent on securing 'Settled Status'. Advice agencies are raising awareness of the scheme and directing people to Citizens Advice Edinburgh who are funded to assist people through the application process.

Benefit Cap

- 4.16 As of 31 December 2019, 254 households within City of Edinburgh Council are subject to a reduction in their Housing Benefit due to the Benefit Cap.
- 4.17 The following table shows the number of Benefit Cap cases applied in each tenure type and the average weekly loss in Housing Benefit for these citizens. Appendix 1 provides a more detailed breakdown by tenure.

Tenure	Number of Households affected	Average Weekly Loss in Benefit	% of all Benefit Cap cases
Mainstream	53	£47.03	21%
Private	61	£62.65	24%
Homeless	88	£209.03	35%
PSL	33	£40.42	13%
HA	19	£45.37	7%
Total	254		100%

- 4.18 As of 31 August 2019, 130 households within City of Edinburgh Council are subject to a reduction in their Universal Credit (UC) due to the Benefit Cap. This is the most up to date position provided by The Department for Works and Pensions.

Average Weekly loss in Universal Credit	Number of households within range
£0.01 - £50.00	100
£50.01 - £100.00	20
£100.01 - £150.00	10

- 4.19 Single households with children account for 90 of the capped UC cases and 40 households are couples with dependants.
- 4.20 Discretionary Housing Payment has been awarded to 21 claims, totalling £24,108.08.

Free School Meals and Clothing Grants

- 4.21 As of 31 December 2019, 6245 Free School Meals and 5599 Clothing Grants have been awarded. This compares to 5951 Free School Meals and 5431 Clothing Grants for the period 01/06/18 to 31/12/18.

Welfare Outreach Events

- 4.22 The Assessment and Finance team have attended 27 outreach events since April 2019, providing advice and assistance on claiming the following benefits and

grants: Housing Benefit, Council Tax Reduction, Free School Meals, Clothing Grants, Education Maintenance Allowance, Discretionary Housing Benefit, Scottish Welfare Fund and Social Security Scotland benefits.

- 4.23 These events also signposted Debt Advice agencies, clothing banks and benefits that could be claimed through Department for Works and Pensions. The team met 138 families during the school holiday ‘Discover’ events, with 49 positive financial outcomes and various signposting opportunities.

Council Tax Reduction Scheme (CTRS)

- 4.24 The National Settlement and Distribution Group allocated £26.319m CTRS funding to the Council for 2019/20 (£26.672m for 2018/19). No significant changes have been made to the scheme this year and Appendix 2 outlines the Council’s CTRS spend to 31 December 2019.

Scottish Welfare Fund (SWF) – Crisis Grants and Community Care Grants

- 4.25 Crisis Grant applications between April and December 2019 were considered for high priority cases only. Community Care Grant applications between April and December 2019 were considered for medium and high priority cases. Appendix 3 details the Scottish Welfare Fund spend.

- 4.26 The table below details the 2019/20 budget allocation:

Grant	Budget 2019/20	Carry Over to 2019/20	Total Budget	2019/20 Spend April to 31 st December
Crisis Grants	£804,784.10	£4426.70	£809,210.80	£589,007.17
Community Care Grants	£1,491,162.00	£74,970.29	£1,566,132.20	£1,453,038.81
Total	£2,295,946.10	£79,396.99	£2,375,343.00	£2,042,045.98

- 4.27 The 2019/20 spend for Community Care Grants does not include £314,684.56 which has been credited back into the Community Care Grant budget over the financial year due to various reasons such as cancelled, amended or unclaimed orders or item price adjustments. Available funds within the Community Care Grant budget in real terms is £427,778.94 for the remaining financial year.
- 4.28 There were 94 SWF 2nd Tier Reviews heard by the Scottish Public Services Ombudsman between 1 April 2019 and 31st December 2019. The Scottish Public Services Ombudsman upheld 40 appeals in the applicant’s favour and found 54 appeals in the City of Edinburgh’s favour.

Discretionary Housing Payments (DHP)

- 4.29 The DHP budget from the Scottish Government is allocated in two streams: Under Occupancy Mitigation and Other DHPs. The allocation for Edinburgh for 2019/20 is as follows:

- Under Occupancy mitigation - The funding will be allocated in two tranches and is based on forecasted Under Occupancy charges. The first tranche of funding is £3.25m or 80% of the expected cost.
- Other DHPs - This includes assistance for those affected by the Benefit Cap and Local Housing Allowance reforms. The funding for Other DHPS is £2.2m (£2m in 2018/19).

4.30 As of 31 December, the Council's DHP financial position is:

Total Fund for 2019/20	£5,484,867.00
Net Paid to Date	£4,512,661.19
Committed pending related benefit process	£1,251,527.61

*exclusive of additional 20% for funding all related to under occupancy to be allocated in 2020.

4.31 There have been 7386 DHP applications considered up to 31 December 2019, of which 593 were refused. The overall refusal rate is 8%. The most common reason for refusal is where a customer's income exceeds their expenditure.

Benefit processing figures for New Claims and Change of Circumstances

4.32 The number of days to process a Housing Benefit and/or Council Tax Reduction new claim or change of circumstances from 14 September 2019 to 7 December 2019 is detailed in the following table.

Performance Indicator	Target	Actual
Days to process new benefits claims	28 days	15.07 days
Days to process change of circumstances	10 days	8.94 days

Local Housing Allowance

4.33 The freeze on Local Housing Allowance rates used in the calculation of Housing Benefit for private sector properties that has been in place since 2016 was lifted by the Minister for Welfare Delivery, and rates will rise by inflation from April 2020.

5. Next Steps

5.1 The financial risk to the Council as well as the risk to the Council's reputation is being monitored regularly. Actions taken to assess and mitigate these risks to ensure effective governance include:

- updates provided to Policy and Sustainability on a quarterly basis;
- annual update to the Governance, Risk and Best Value Committee;
- dedicated teams introduced to provide support and assistance; and
- Quarterly meetings with Elected Members, Council Officers and External Partners

6. Financial impact

- 6.1 An increase in the number of people experiencing hardship has led to greater demand for services across the Council and partner advice agencies. There is a risk to council income, particularly in relation to rent arrears, changes to subsidy levels for temporary accommodation and service changes. Known risks include:
- loss of rental income to the Housing Revenue Account (HRA) arising from Housing Benefit reforms and Direct Payment under UC;
 - Scottish Welfare Fund and DHP budget will be insufficient to meet demand longer term;
 - the spend on Council Tax Reduction Scheme exceeds the available funding;
 - reduced DWP Administration Subsidy due to the abolition of Council Tax Reduction; and
 - the phasing out of Housing Benefit and Central Government budget savings.

7. Stakeholder/Community Impact

- 7.1 The UK Government has prepared Equalities and Human Rights assessments for the welfare reform proposals. The Council will undertake Integrated Impact Assessments when necessary for any of its proposals. Welfare Reform is expected to have general implications for environmental and sustainability outcomes, for example in relation to fuel poverty and financial exclusion. Council officials continue to engage with the UK and Scottish Governments, directly and through COSLA, with the DWP, the Third Sector, the NHS and other partners
- 7.2 The Council is also engaging with citizens, both in and out of work, who rely on benefit income and tax credits.
- 7.3 The Council continues to participate in groups with the looking at the impacts of Welfare Reform, namely COSLA's Welfare Reform Local Authority Representative Group.

8. Background reading/external references

[Welfare Reform – Update to Policy and Sustainability Committee, 26 November 2019](#)

[Welfare Reform - Update to Policy and Sustainability Committee, 06 August 2019](#)

[Welfare Reform - Update to Corporate Policy and Strategy Committee, 14 May 2019](#)

[Welfare Reform – Update to Corporate Policy and Strategy Committee, 26 February 2019](#)

[Welfare Reform - Update to Corporate Policy and Strategy Committee, 4 December 2018](#)

[Welfare Reform – Update to Corporate Policy and Strategy Committee, 7 August 2018](#)

Appendices

Appendix 1 – Benefit Cap Data

Appendix 2 – Council Tax Reduction Scheme Spend

Appendix 3 – Scottish Welfare Fund Spend

Appendix 4 – Discretionary Housing Payment Spend

Benefit Cap Data

The charts below provide a breakdown of the numbers affected by the average weekly Housing Benefit loss, number in receipt of a Discretionary Housing Payment and the average amount in payment as of 31 December 2019.

Tenure – Homeless

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	2	£16.29	0	£0.00
£30.01 - £50.00	4	£38.59	0	£0.00
£50.01 - £75.00	3	£66.69	2	£67.61
£75.01 - £100.00	5	£88.75	1	£21.39
£100.01 - £150.00	24	£122.41	4	£90.50
£150.01 - £200.00	9	£177.39	2	£77.53
£200.01 - £300.00	22	£256.64	5	£84.01
£300.01 - £400.00	13	£347.00	3	£100.00
£400.01 - £500.00	5	£450.25	3	£100.00
£500.01 +	1	£577.20	0	£0.00

Tenure – Mainstream (Council)

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	18	£17.56	4	£18.52
£30.01 - £50.00	19	£40.71	8	£32.71
£50.01 - £75.00	4	£54.42	3	£39.07
£75.01 - £100.00	6	£88.53	6	£69.81
£100.01 - £150.00	6	£116.32	5	£84.36

Tenure – Private

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	22	£11.48	5	£21.77
£30.01 - £50.00	10	£35.99	5	£36.51
£50.01 - £75.00	6	£60.90	2	£49.69
£75.01 - £100.00	6	£88.04	4	£62.88
£100.01 - £150.00	12	£118.30	7	£59.52
£150.01 +	5	£179.21	3	£75.00

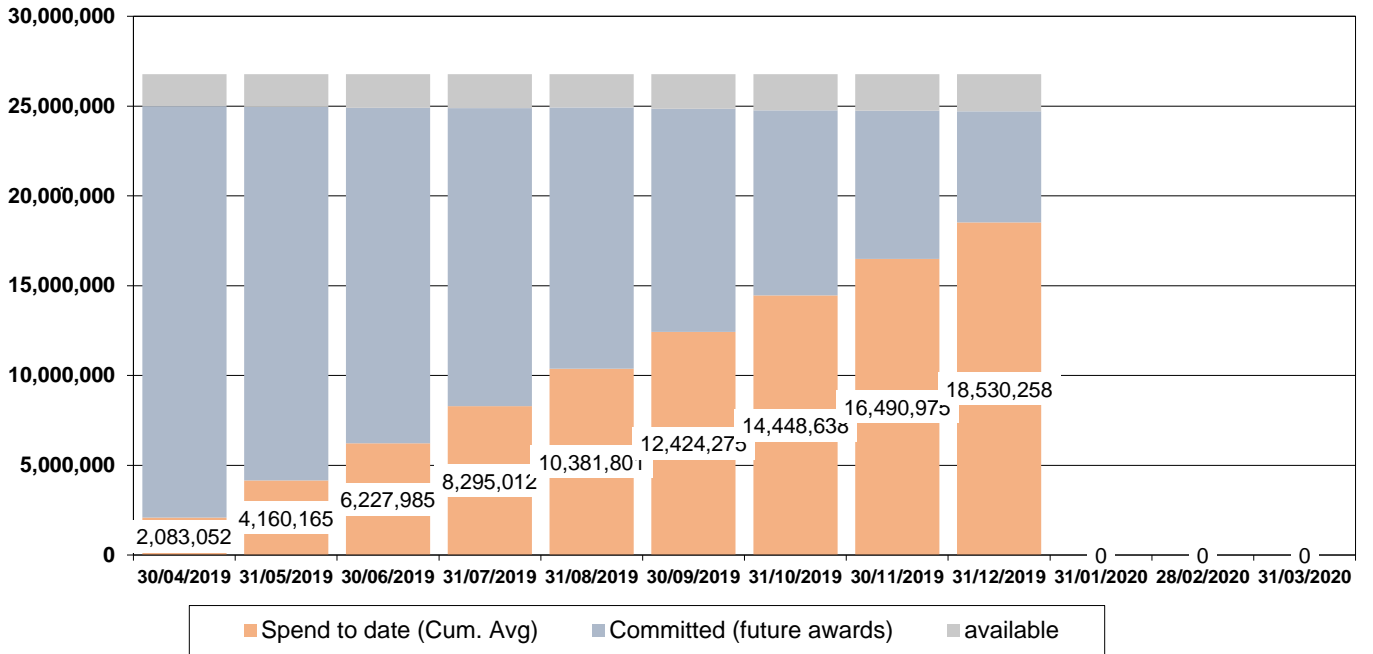
Tenure – Housing Association

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	10	£18.52	5	£21.72
£30.01 - £50.00	2	£42.71	0	£0.00
£50.01 - £75.00	2	£61.61	0	£0.00
£75.01 - £100.00	4	£90.16	2	£44.50
£100.01 - £150.00	1	£107.54	0	£100.00

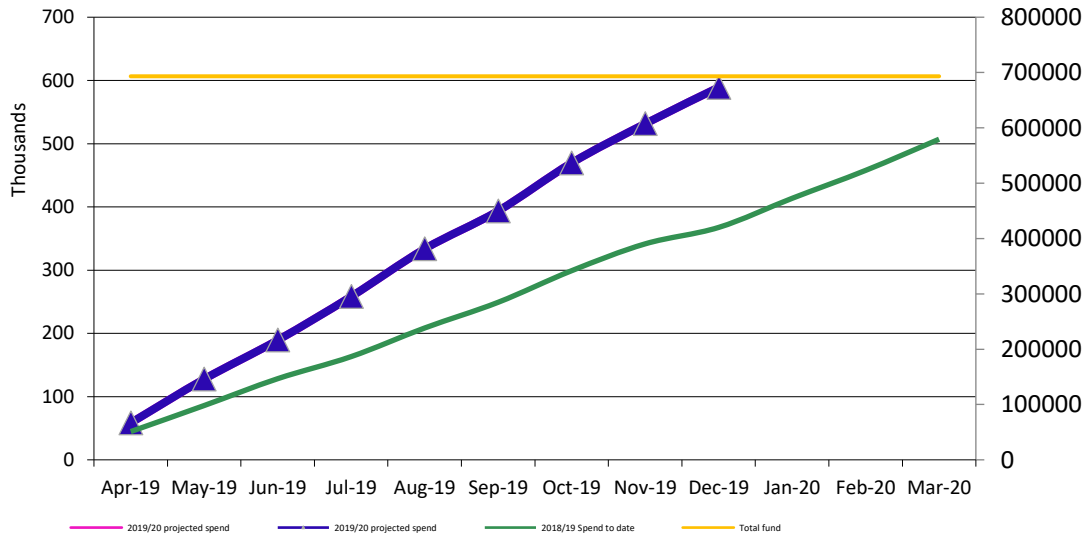
Tenure - PSL

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range	Number in receipt of DHP	Average Weekly award of DHP
£0.01 - £30.00	21	£9.80	15	£9.24
£30.01 - £50.00	4	£34.11	4	£34.11
£50.01 - £75.00	2	£69.48	1	£68.53
£75.01 - £100.00	1	£87.48	0	£0.00
£100.01 - £150.00	2	£116.17	2	£113.17
£150.01 - £200.00	3	£177.65	3	£110.25

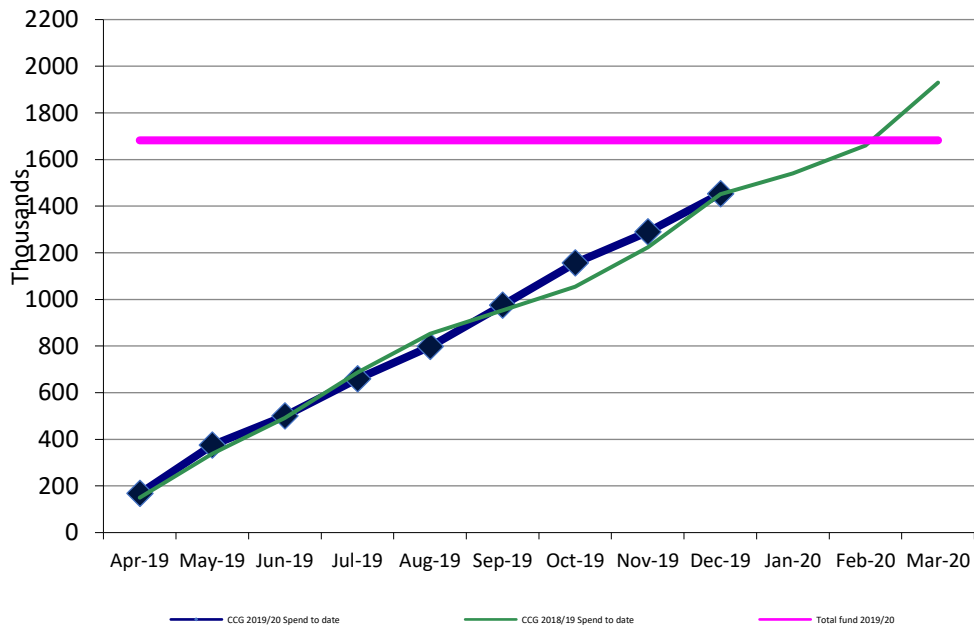
CTRS Distribution 2019/20



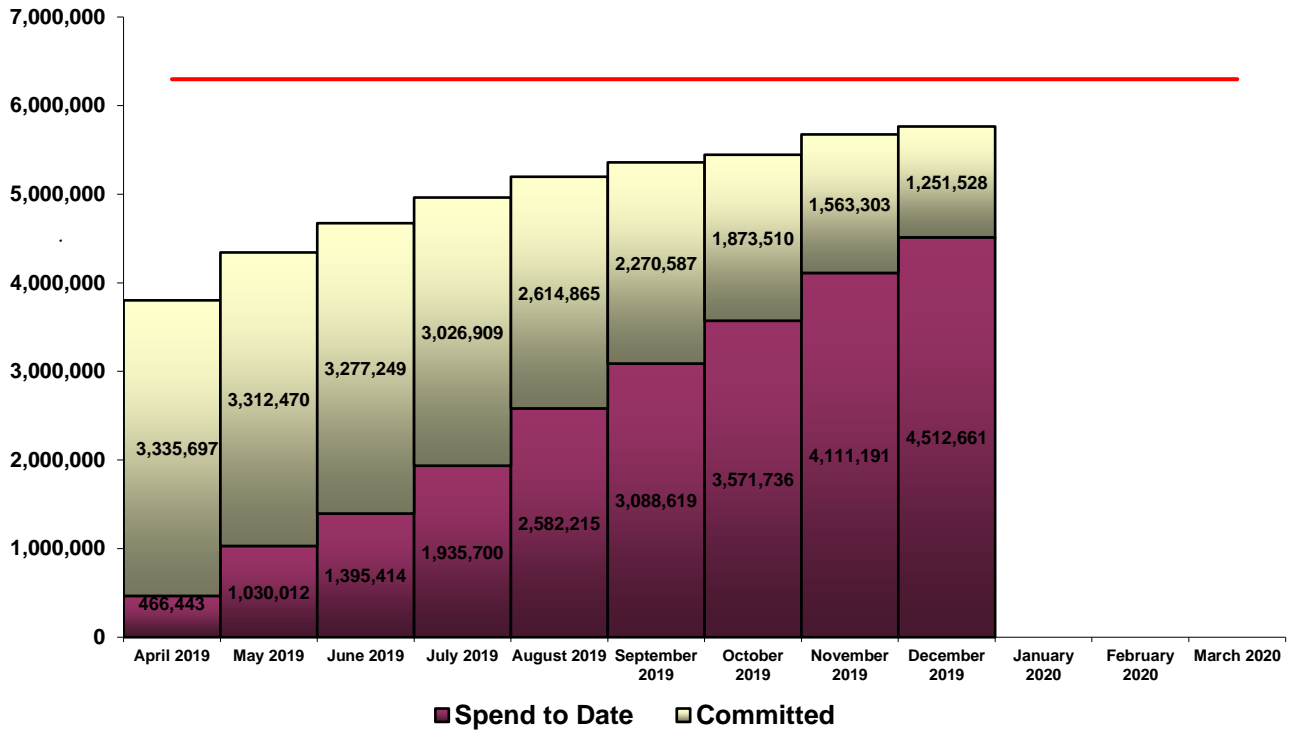
Crisis Grant Allocation 2019/20



Community Care Grant Allocation 2019/20



DHP Fund Allocation 2019/20



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