

# Notice of meeting and agenda

## Policy and Sustainability Committee

**10.00 am Tuesday, 6th August, 2019**

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 Any items under “Private Business” will not be published, although the decisions will be recorded in the minute.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**

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- 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**

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- 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**

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- 3.1 If any

## **4. Minutes**

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- 4.1 Minute of Corporate Policy and Strategy Committee of 14 May 2019 – submitted for approval as a correct record 7 - 26

## **5. Forward Planning**

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- 5.1 Policy and Sustainability Committee Work Programme August 2019 27 - 30
- 5.2 Rolling Actions Log 31 - 42

## **6. Business Bulletin**

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- 6.1 Business Bulletin 43 - 50

## **7. Executive Decisions**

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- 7.1 Working Groups – Report by Chief Executive 51 - 58
- 7.2 Update on Edinburgh Health and Social Care Partnership - Older People Joint Inspection Improvement Plan – Report by Chief Officer, Edinburgh Health and Social Care Partnership 59 - 104

<b>7.3</b>	Summary of 2050 Edinburgh City Vision Feedback – Report by Chief Executive	105 - 114
<b>7.4</b>	Edinburgh International Activity Report – Report by Chief Executive	115 - 134
<b>7.5</b>	International Fair Trade Charter – Report by Chief Executive	135 - 144
<b>7.6</b>	Energy Management Policy for Operational Buildings – Report by Executive Director of Resources	145 - 158
<b>7.7</b>	Policy on Advertising and Sponsorship - Motion by Councillor Main – Report by Chief Executive, Executive Director of Resources	159 - 174
<b>7.8</b>	Bike to Work Scheme Revamp - Motion by Councillor Main – Report by Executive Director of Resources	175 - 178
<b>7.9</b>	Welfare Reform – Report by Executive Director of Resources	179 - 194

## **8. Routine Decisions**

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<b>8.2</b>	Policy Assurance Statement - Customer – Report by Executive Director of Resources	199 - 204
<b>8.3</b>	Contact Centre Performance - April-June 2019 Customer – Report by Executive Director of Resources	205 - 214
<b>8.4</b>	McCrae's Battalion Trust: Commemorative Service at Contalmaison Cairn - 1 July 2019 – Report by Chief Executive	215 - 218

## **9. Motions**

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**9.1** None.

## **10. Additional Item**

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Note: In terms of Standing Order 4.5, the Convener will require to rule the above report as a matter of urgency if it is to be considered at this meeting.

## **Laurence Rockey**

Head of Strategy and Communications

### **Committee Members**

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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**

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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**

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If you have any questions about the agenda or meeting arrangements, please contact Lesley Birrell and Louise Williamson, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 4240 / 0131 529 4264, email [lesley.birrell@edinburgh.gov.uk](mailto:lesley.birrell@edinburgh.gov.uk) / [louise.p.williamson@edinburgh.gov.uk](mailto:louise.p.williamson@edinburgh.gov.uk).

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](http://www.edinburgh.gov.uk/cpol).

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If you have any queries regarding this, and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact Committee Services ([committee.services@edinburgh.gov.uk](mailto:committee.services@edinburgh.gov.uk)).

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# Minutes

## Corporate Policy and Strategy Committee

10.00 am, Tuesday 14 May 2019

### Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Booth, Jim Campbell, Mary Campbell, Doggart, Macinnes, Perry, Rankin and Whyte.

### 1. Sustainability Approach

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#### (a) Deputation – Transition Edinburgh

The deputation requested that the Committee take a radical approach to managing climate change in the City's ambition to realise its sustainability goals. They were pleased to see that the Sustainability Approach report contained recommendations which had emerged from survey respondents and that it also embedded recommendations from Professor Andrew Kerr's Sustainability Audit.

The Deputation set out recommendations to reduce carbon use through investment in local food production.

#### (b) Joint Report by the Chief Executive and Executive Director of Place

The Committee had previously agreed to explore opportunities to work with expert partners to progress and develop an ambitious approach to sustainability and climate change incorporating the recommendations of the Kerr Sustainability Audit. A three-phase approach and delivery plan for achieving this was presented.

In February 2019, the Council agreed a motion setting a new climate target in line with the latest United Nations Intergovernmental Panel on Climate Change (IPCC) advice. The proposed new target would commit the Council to working towards a net zero carbon target by 2030 with a hard target of 2037.

#### Motion

- 1) To agree the importance of sustainability and climate change to the health wellbeing and prosperity of the city of Edinburgh and its current and future citizens.
- 2) To agree to the proposed Council carbon target which would work towards a net zero carbon target by 2030, with a hard limit of 2037, which took forward the February Council 'Climate Emergency' Motion.
- 3) To endorse the three-phased delivery plan that responded to the Kerr Audit and the recommendations that were agreed by the Committee in February.

- 4) To agree to the proposed approach to developing a sustainability programme plan and monitoring framework, which would consolidate the sustainability work of the Council; transparently measure its impact; and identify any gaps.
  - 5) To agree the route map for developing the 2030 Sustainability Strategy and 2050 Ambition and to endorse the focus on a city-wide plan and long-term ambition that was co-produced with new and established partners across Edinburgh.
  - 6) To note the establishment of an Officer Sustainability Programme Board and its proposed remit.
  - 7) To agree to champion the prioritisation of sustainability and climate emergency action within the Council and across the city and to request that the All Party Oversight Group (APOG) reported to Corporate Policy and Strategy Committee after each meeting.
  - 8) To note the resourcing arrangements and implications that would emerge going forward.
  - 9) To agree to endorse the collaboration that was proposed with Climate KIC, and to note that a grant application to the Deep demonstrator programme was made on 10 May 2019 and to agree to delegate approval of any initial Memorandum of Understanding that may be required to the Chief Executive in consultation with the Council Leader.
  - 10) To note that the Climate Emergency Motion agreed by Council on 7 February 2019 agreed an action plan which set how the Climate Emergency 2030 target could be achieved and therefore requested that a further report with a more detailed action plan which would include Council and City-wide data for baseline levels of carbon emissions by sector, showed the required reduction in each sector to reach the Climate Emergency target and included proposals for achieving the required reductions in carbon emissions.
  - 11) To agree to receive updates on progress at future meetings of the Corporate Policy and strategy Committee, by means of an update or dashboard report.
- moved by Councillor McVey, seconded by Councillor Day

#### **Amendment 1**

- 1) To agree the importance of sustainability and climate change to the health wellbeing and prosperity of the city of Edinburgh and its current and future citizens.
- 2) In recognising the Climate Emergency and the urgent need to reduce emissions of greenhouse gases, to agree to set a hard target that Edinburgh would be net zero carbon by 2030.
- 3) To agree to endorse the three-phased delivery plan that responded to the Kerr Audit and the recommendations that were agreed by the Committee in February.



- 4) To agree to the proposed approach to developing a sustainability programme plan and monitoring framework, which would consolidate the sustainability work of the Council; transparently measure its impact; and identify any gaps.
  - 5) To agree the route map for developing the 2030 Sustainability Strategy and 2050 Ambition and to endorse the focus on a city-wide plan and long-term ambition that was co-produced with new and established partners across Edinburgh.
  - 6) To note the establishment of an Officer Sustainability Programme Board and its proposed remit.
  - 7) To agree to the dissolution of the Carbon, Climate and Sustainability Working Group and the establishment of the 'Sustainability and Climate Emergency All Party Oversight Group' and its proposed remit, except replacing 5.1 with:  
 "Champion the prioritisation of sustainability and climate emergency action within the Council and across the City and requesting that the APOG reports to Corporate Policy and Strategy Committee after each meeting."
  - 8) To note the resourcing arrangements and implications going forward.
  - 9) To endorse the proposed collaboration with Climate KIC, noting that a grant application to the Deep Demonstrator Programme was made on 10 May and to delegate approval of any initial Memorandum of Understanding that might be required to the Chief Executive in consultation with the Council Leader, Depute Leader and a representative of each political group of the Council.
  - 10) To note that the Climate Emergency Motion agreed by Council on 7 February 2019 agreed "an action plan setting how this (Climate Emergency 2030) target can be achieved and therefore requested that a further report with a more detailed action plan which included Council and City-wide data for baseline levels of carbon emissions by sector, showing the required reductions in each sector to reach the Climate Emergency target and included proposals for achieving the required reductions in carbon emissions".
  - 11) To agree to receive updates on progress at future meetings of the Corporate Policy and Strategy Committee by means of an update or dashboard report.
- moved by Councillor Booth, seconded by Councillor Mary Campbell

## **Amendment 2**

- 1) To agree the importance of sustainability and climate change to the health, wellbeing and prosperity of the city of Edinburgh and its current and future citizens.
- 2) To agree the proposed Council carbon target of working towards a net zero carbon target by 2030, with a hard target of 2037, which would take forward the February Council 'Climate Emergency' Motion.
- 3) To endorse the three-phased delivery plan for responding to the Kerr Audit and the recommendations agreed by the Committee in February.

- 4) To agree to the proposed approach to developing a sustainability programme plan and monitoring framework, which would consolidate the sustainability work of the Council; transparently measure its impact; and identify any gaps.
- 5) To agree that the route map for developing the 2030 Sustainability Strategy and 2050 Ambition and to endorse the focus on a city-wide plan and long-term ambition that was co-produced with new and established partners across Edinburgh.
- 6) To note the establishment of an Officer Sustainability Programme Board and its proposed remit.
- 7) To agree the dissolution of the Carbon, Climate and Sustainability Working Group and the establishment of the ‘Sustainability All Party Oversight Group’ (APOG) and its proposed remit, except replacing 5.1 with:  
 “Champion the prioritisation of sustainability and climate emergency action within the Council and across the City and requesting that the APOG reports to Corporate Policy and Strategy Committee after each meeting.”
- 8) To note the resourcing arrangements and implications going forward.
- 9) To endorse the proposed collaboration with Climate KIC, noting that a grant application to the Deep demonstrator programme was made on 10 May and delegate approval of any initial Memorandum of Understanding that might be required to the Chief Executive in consultation with the Council Leader.,  
 - moved by Councillor Whyte, seconded by Councillor Jim Campbell

In terms of Standing Order 21(11), Amendment 1 was adjusted and accepted as an addendum to the motion.

### **Voting**

The voting was as follows:

- |                 |   |         |
|-----------------|---|---------|
| For the motion  | - | 6 votes |
| For amendment 1 | - | 2 votes |
| For amendment 2 | - | 3 votes |

(For the motion (as adjusted) – Councillors Aldridge, Day, Macinnes, McVey, Perry and Rankin.

For amendment 1 - Councillors Booth and Mary Campbell.

For amendment 2 - Councillors Jim Campbell, Doggart and Whyte.)

### **Decision**

To approve the following adjusted motion by Councillor McVey:

- 1) To agree the importance of sustainability and climate change to the health, wellbeing and prosperity of the city of Edinburgh and its current and future citizens.

- 2) To agree that the proposed Council carbon target of working towards a net zero carbon target by 2030, with a hard limit of 2037, which takes forward the February Council 'Climate Emergency' Motion.
- 3) To endorse the three-phased delivery plan that responded to the Kerr Audit and the recommendations that were agreed by the Committee in February 2019.
- 4) To agree to the proposed approach to developing a sustainability programme plan and monitoring framework, which would consolidate the sustainability work of the Council; transparently measure its impact; and identify any gaps.
- 5) To agree the route map for developing the 2030 Sustainability Strategy and 2050 Ambition and to endorse the focus on a city-wide plan and long-term ambition that was co-produced with new and established partners across Edinburgh.
- 6) To note the establishment of an Officer Sustainability Programme Board and its proposed remit.
- 7) "Agrees the dissolution of the Carbon, Climate and Sustainability Working Group and the establishment of the 'Sustainability and Climate Emergency All Party Oversight Group' and its proposed remit, and additionally at 5.1 of the report to agree to:-  

"Champion the prioritisation of sustainability and climate emergency action within the Council and across the City and requesting that the APOG reports to Corporate Policy and Strategy Committee after each meeting."
- 8) To note the resourcing arrangements and implications going forward.
- 9) To endorse the proposed collaboration with Climate KIC, noting that a grant application to the Deep demonstrator programme was made on 10 May and delegating approval of any initial Memorandum of Understanding that might be required to the Chief Executive in consultation with the Council Leader, Depute Leader, a representative of each political group of the Council and the APOG.
- 10) To note that the Climate Emergency Motion agreed by Council on 7 February 2019 agreed "an action plan setting how this (Climate Emergency 2030 target) ...can be achieved and therefore requested a further report with a more detailed action plan which includes Council and City-wide data for baseline levels of carbon emissions by sector, showing the required reductions in each sector to reach the Climate Emergency target and to include proposals for achieving the required reductions in carbon emissions."
- 11) To agree to receive updates on progress at future meetings of the Corporate Policy and Strategy Committee by means of an update or dashboard report.

(References – Corporate Policy and Strategy Committee 4 December 2018 (item 9); Act of Council No 5 of 7 February 2019; joint report by the Chief Executive and the Executive Director of Place, submitted).

## 2. Internal Audit: Overdue Findings – Refreshed Directorate Action Plans

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The refreshed management action plans provided by Directorates to address internal audit findings more than three months overdue were submitted.

### Decision

- 1) To note the refreshed management action plans provided by Directorates to address Internal Audit findings that were more than three months overdue as at 25 March 2019.
- 2) To note that that one High and two Medium rated findings had been closed between 25 March and 30 April 2019, and a further one Medium and one Low rated finding had been proposed by the service areas for closure and provided to Internal Audit for review.

(Reference – report by the Chief Internal Auditor, submitted).

## 3. Minute

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### Decision

To approve the minute of the Corporate Policy and Strategy Committee of 26 February 2019 as a correct record.

## 4. Corporate Policy and Strategy Committee Work Programme May 2019

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The Corporate Policy and Strategy Committee Work Programme for May 2019 was presented.

### Decision

To note the work programme.

(Reference – Work Programme May 2019, submitted).

## 5. Corporate Policy and Strategy Committee Rolling Actions Log

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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 - Unaccompanied Asylum-Seeking Children
  - Action 9 - Short-term Letting in Edinburgh
  - Action 10 - Corporate Complaints Policy
  - Action 13 - Internal Audit Opinion and Annual Report for the Year Ended 31 March 2018
  - Action 16 - Council Branding and Advertising Policy

- Action 17 - Colleague Opinion Survey
- 2) Action 1 – The Future Management and Ownership of Easter Craiglockhart Hill– to note that an update report would be provided in the next Business bulletin in August 2019 on proposed action.
  - 3) To otherwise note the remaining outstanding actions.
- (Reference – Rolling Actions Log, submitted).

## **6. Corporate Policy and Strategy Committee Business Bulletin**

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The Corporate Policy and Strategy Committee Business Bulletin was presented.

### **Decision**

To note the Business Bulletin.

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

## **7. Appointments to Working Groups 2019/2020**

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The Committee was invited to appoint the membership of its Working Groups for 2019/20.

### **Decision**

To agree the appointment of members to Working Groups as follows:

- a) **Brexit Working Group** (7 members)
  - Councillor Aldridge
  - Councillor Day
  - Councillor Doggart
  - Councillor McVey (Chair)
  - Councillor Miller
  - Councillor Rankin
  - Councillor Whyte
- b) **Redford Barracks Working Group** (7 members)
  - Councillor Aldridge
  - Councillor Arthur
  - Councillor Kate Campbell (Co-Chair)
  - Councillor Corbett
  - Councillor Doggart (Co-Chair)
  - Councillor Gardiner
  - Councillor Rust
- c) **Welfare Reform Working Group** (7 members)
  - Councillor Aldridge
  - Councillor Kate Campbell
  - Councillor Doggart
  - Councillor Gordon
  - Councillor McLellan

Councillor Rae  
Councillor Watt

d) **Equalities Working Group** (5 members)

Councillor Aldridge  
Councillor Cameron  
Councillor Gordon  
Councillor Laidlaw  
Councillor Rae

e) **Edinburgh Waterfront All Party Oversight Group** (11 members)

Councillor Aldridge  
Councillor Jim Campbell  
Councillor Kate Campbell  
Councillor Child  
Councillor Day (Chair)  
Councillor Doran  
Councillor Gardiner  
Councillor McNeese-Mechan  
Councillor McVey  
Councillor Miller  
Councillor Perry

e) **West Edinburgh All Party Oversight Group** (10 members)

Councillor Aldridge  
Councillor Kate Campbell  
Councillor Day  
Councillor Dickie  
Councillor Miller  
Councillor Dixon  
Councillor Gardiner  
Councillor Macinnes  
Councillor McVey (Chair)  
Councillor Mitchell

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

## 8. Short Term Letting in Edinburgh

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An update was provided on the situation regarding short term lets, their impact on the city and further research that had been undertaken on the issue. The update also focussed on work being carried out with the Scottish Government in response to concerns previously expressed by the Council and actions undertaken by the Council using the powers that were currently available.

### Decision

- 1) To note the enforcement action taken by the Council and the decisions of the Scottish Government Reporter.

- 2) To note the ongoing work with the Scottish Government regarding the introduction of a licensing system and policy changes at a national level.
- 3) To refer the report to the Planning Committee to review the Planning Guidance for businesses as set out in paragraph 4.16 of the report.

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

## **9. Neighbourhood Networks**

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Information was submitted on proposed revised arrangements for neighbourhood networks in influencing Council decision-making. It was further proposed that allocation of the Community Grants Fund would be submitted to the neighbourhood networks for decision and proposals for the devolution of the Community Grants Fund.

### **Decision**

- 1) To agree to devolve decision-making on the Community Grants Fund to the neighbourhood networks as set out in paragraphs 4.4 to 4.7 of the report.
- 2) To note the next steps in implementing the community planning governance arrangements as described in paragraphs 5.1 to 5.3 of the report.
- 3) To agree to further work being carried out to identify opportunities for devolving decision-making and working with the neighbourhood networks in the development and shaping of Council services.

(References – Culture and Communities Committee 19 June 2018 (item 17); Act of Council No 14 of 7 February 2019; report by the Chief Executive, submitted).

## **10. Edinburgh and South East Scotland City Region Deal - Update**

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An update on the Edinburgh and South East Scotland city Region Deal was presented with specific information on governance, programmes and projects, inclusive economic growth, future opportunities, stakeholder engagement and finance.

The City Deal represented over 1.3 billion of investment to the city during the next 15 years and inclusive growth and innovation would underpin the programmes and projects within the Deal.

Heads of Terms for the City Region Deal were approved by council in June 2018, and the implementation phase of the Deal was underway. Funds had been approved by the City Region Joint Committee for spend across eight City Region Deal projects following consideration of business cases.

### **Motion**

- 1) To note the progress being made across the Edinburgh and South East Scotland City Region Deal Programmes and Projects.
- 2) To note that an elected member cross party briefing had taken place on Friday 10 May 2019.
- 3) To note that projects relating specifically to Edinburgh would also be considered at the relevant Council committee.

- 4) To agree a further report following the 2019 Annual Conversation between city region partners, Scottish Government, and UK Government.
- moved by Councillor McVey, seconded by Councillor Day

### **Amendment**

- 1) To note the progress being made across the Edinburgh and South East Scotland City Region Deal Programmes and Projects.
  - 2) To note that an elected member cross party briefing had taken place on Friday 10 May 2019.
  - 3) To note that projects relating specifically to Edinburgh would also be considered at the relevant Council committee.
  - 4) To agree a further report following the 2019 Annual Conversation between city region partners, Scottish government, and UK Government.
  - 5) To note item 14 on the minute of The City of Edinburgh Council on 28 June 2018 and Amendment 2, which was agreed by Council, and which set out a range of ways in which City Region Deal delivery should improve regional sustainability and the imperative of a zero carbon economy; agrees that the report does not reflect that recommendation; and therefore instructs Officers to ensure that the next and subsequent set of reports include what Council agreed in June 2018 and that programme delivery is developed accordingly.
- moved by Councillor Booth, seconded by Councillor Mary Campbell

In terms of 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) Note the progress being made across the Edinburgh and South East Scotland City Region Deal Programmes and Projects.
- 2) To note that an elected member cross party briefing had taken place on Friday 10 May 2019.
- 3) To note that projects relating specifically to Edinburgh would also be considered at the relevant Council committee.
- 4) To agree a further report following the 2019 Annual Conversation between city region partners, Scottish government, and UK Government.
- 5) To note item 14 on the minute of The City of Edinburgh Council on 28 June 2018 and Amendment 2, which was agreed by Council, and which set out a range of ways in which City Region Deal delivery should improve regional sustainability and the imperative of a zero carbon economy; and therefore instructs Officers to ensure that the next and subsequent set of reports include what Council agreed in June 2018 and that programme delivery is developed accordingly.

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



## 11. 2018 Edinburgh People Survey Headline Results

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Details were provided of the key findings of the 2018 Edinburgh People Survey. The findings showed sustained very high levels of satisfaction with Edinburgh and neighbourhoods as a place to live, feeling that people from different backgrounds get on well together, parks and greenspace, public transport provision and feeling safe in neighbourhoods after dark.

### Decision

- 1) To note the findings of the 2018 Edinburgh People's Survey.
- 2) To refer the report to the Council on 30 May 2019 for further consideration.

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

## 12. Colleague Opinion Survey 2018 – Action and Engagement Plan

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The Committee, on 26 February 2019 had noted actions being undertaken to improve the rate of return to the Colleague Opinion Survey and had requested a follow up Action and Engagement plan be presented to Committee.

An overview was submitted of the Council-wide action and engagement plan, comprising five strategic themes, a summary of directorate action plans, work underway to improve future participation and consideration of different methodologies for measuring employee satisfaction.

### Decision

- 1) To note that an interim update report had been considered at the Corporate Policy and Strategy Committee on 26 February 2019.
- 2) To note the action and engagement plan that was underway to address issues raised in the results of the Colleague Opinion Survey 2018.
- 3) To refer the report to the Governance, Risk and Best Value Committee on 4 June 2019.

(References – Corporate Policy and Strategy Committee 26 February 2019 (item 5); report by the Chief Executive, submitted).

## 13. Council Diary

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Options to address Council recess periods to mirror the Council school calendar were presented.

### Decision

- 1) To fully acknowledge the importance of Council business being scheduled in a family-friendly way as was feasible.
- 2) To note that Council recess periods broadly matched Council school holiday periods, other than during the summer period.
- 3) To therefore agree to schedule an additional recess week during summer school holiday periods, from summer 2019 onwards.

- 4) To review the recess arrangements for Easter to fully align with school holidays. (References – Act of Council No 13 of 7 February 2019; report by the Chief Executive, submitted).

## **14. Local Government Benchmarking Framework 2017/18 – Edinburgh Overview**

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An overview analysis of the 2017/18 benchmarking data provided by the Scottish Local Government Benchmarking Framework including a supplementary context for the data was presented.

### **Decision**

- 1) To note the report.
- 2) To refer the report to the Council on 30 May 2019 for further consideration. (Reference – report by the Chief Executive, submitted).

## **15. Transitional Health and Social Care Funding**

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Options were presented to Committee for how the £200,000 funds allocated in the budget for transitional health and social care funding could be distributed to those organisations facing the greatest impact following the loss of the Edinburgh Integration Joint Board grant funding.

### **Motion**

- 1) To agree provide funding of £200,000 via the Neighbourhood Network.
  - 2) To agree to delegate authority to the Executive Director of Place as outlined in paragraphs 4.6 to 4.11 of the report by the Chief Executive
- moved by Councillor McVey, seconded by Councillor Day

### **Amendment 1**

Replace recommendations with:

Considering the delay by the Council Administration in determining a process as to how this funding should be allocated Committee agrees that:

- 1) The Chief Executive urgently draw up a proposed allocation to the projects involved along with a rationale for the allocations.
  - 2) This proposal be presented to the next appropriate Executive Committee or meeting of the Council in order that elected members can take as swift a decision as is now possible on the use of the funds.
- moved by Councillor Whyte, seconded by Councillor Jim Campbell

### **Amendment 2**

- 1) To agree to provide funding of £200,000 to the Edinburgh Integration Joint Board to aid their transitional support.

- 2) To agree to transfer funding to the Edinburgh Integration Joint Board.  
- moved by Councillor Mary Campbell, seconded by Councillor Booth

### **Voting**

The voting was as follows:

- For the motion - 5 votes  
For amendment 1 - 3 votes  
For amendment 2 - 3 votes

(For the motion – Councillors Day, Macinnes, McVey, Perry and Rankin

For amendment 1 – Councillors Jim Campbell, Duggart and Whyte.

For amendment 2 – Councillors Aldridge, Booth and Mary Campbell. There being no overall majority, the Convener ruled in terms of Standing Order 23.4, that Amendment 1 be dropped and a second vote be taken between the motion and Amendment 2.

### **Voting**

- For the motion - 5 votes  
For amendment 2 - 6 votes

(For the motion – Councillors, Day, Macinnes, McVey, Perry and Rankin.

For amendment 2 – Councillors Aldridge, Booth, Jim Campbell, Mary Campbell, Duggart and Whyte.)

### **Decision**

To approve Amendment 2 by Councillor Mary Campbell

(References – Act of Council No 2 of 21 February 2019; report by the Chief Executive, submitted)

## **16. City of Edinburgh Council Response to the Good Food Nation Bill Consultation**

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The Council's response to the Scottish Government's consultation on how Scotland could achieve the ambition of becoming a Good Food Nation was presented.

The response had been compiled based on feedback from service areas, discussion with the Council's Sustainability Champion, consideration of the Council's agreed position on local governance, and alignment with Council outcomes and priorities.

### **Decision**

- 1) To note the Council's response to the Scottish Government consultation on the Good Food Nation Bill, approved by the Chief Executive in consultation with the Convener and Vice-Convener under urgency provisions contained within Committee Terms of Reference and Delegated Functions.

- 2) To note the arrangements for attendance at the Sustainable Food Cities Network annual conference in Newcastle on 13 June 2019 by the Council's Sustainability Champion, Councillor Gordon approved under urgency provisions by the Chief Executive in consultation with the Convener.

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

## **17. 2019-2022 Police Plan: Response to Consultation**

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The Council's response to the consultation by Police Scotland on the 2019-2022 Police Plan was presented. The Plan set out Police Scotland's priorities for policing and explained how these would be delivered over the next three years.

A coordinated response had been compiled based on feedback from service areas and alignment with the Council's outcomes and priorities as set out in the Council Business Plan 2016-20.

### **Decision**

To note the Council's response to the Police Scotland consultation on the 2019-2022 Police Plan, approved by the Chief Executive in consultation with the Convener and Vice Convener under urgency provisions contained within Committee Terms of Reference and Delegated Functions.

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

## **18. Consultation Response to the Scottish Police Authority (SPA) Review of Policing**

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The Scottish Police Authority (SPA) was preparing the Annual Review of Policing for 2018/19 and the Annual Report. These documents report on how Police Scotland and the SPA have performed over the course of the year. The report outlined the Committee's formal feedback response to the 2018/19 survey distributed by the SPA.

### **Motion**

To note the report by the Executive Director for Communities and Families and the response provided by Council officers.

- moved by Councillor McVey, seconded by Councillor Day

### **Amendment**

- 1) To note the report by the Executive Director for Communities and Families and the response provided by Council officers.
  - 2) To ask Council officers and Councillors in receipt of additional responsibility allowances to use every opportunity to press Police Scotland and the Scottish Police Authority to resource the Edinburgh division with local officers in line with the relative population and need in the City of Edinburgh.
- moved by Councillor Jim Campbell, seconded by Councillor Doggart

## **Voting**

The voting was as follows:

For the motion                      7 votes  
For the amendment                4 votes

(For the motion – Councillors Booth, Mary Campbell, Day, Macinnes, McVey, Perry and Rankin.

For the amendment – Councillors Aldridge, Jim Campbell, Doggart and Whyte.)

## **Decision**

To approve the motion by Councillor McVey. (Reference - report by the Executive Director for Communities and Families, submitted).

## **19. Unaccompanied Asylum Seeking Children**

---

An update was provided on the nature and scale of accommodation provided in Edinburgh to unaccompanied asylum-seeking children.

### **Decision**

To note the update on the Council's accommodation of unaccompanied asylum-seeking children.

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

## **20. Regulation of Investigatory Powers (Scotland) Act 2000: Outcome of IPCO Audit and General Update**

---

An update was provided on surveillance powers and the use of them by the Council, including the outcome of an inspection by the Investigatory Powers Commissioner's Office (IPCO) which took place on 24 January 2019.

The inspection found that the Council had discharged all the recommendations from previous inspection reports and had a high standard of compliance with its duties under the Act.

Details were provided of an action plan to address the two recommendations arising from the inspection. Approval was sought for revised policies on Directed Surveillance and the use of Covert Human Intelligence Sources.

### **Decision**

- 1) To note the positive outcome of the IPCO inspection.
- 2) To note that powers under the Act had not been used since 2016.
- 3) To agree the proposed revised policies on Directed Surveillance and the use of Covert Human Intelligence Sources.

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

## 21. Granton Waterfront Regeneration – Update – Motion by Councillor Mowat

---

In response to a motion by Councillor Mowat, details were provided on the progress with the development of the regeneration strategy for Granton Waterfront including the key principles emerging from an extensive programme of community engagement.

Over the next 12 to 18 months work would be taken forward on the development of a strategic outline business case alongside delivery of early action projects; together with the development of 1,000 new affordable homes and investment in new active travel infrastructure.

### Decision

- 1) To discharge the amended motion from the City of Edinburgh Council on 7 February 2019 requesting a report in two cycles on progress with the regeneration of Granton Waterfront, including a clear timeline for the delivery plan.
- 2) To refer the report to Housing and Economy Committee for information.

(References Act of Council No 19 of 7 February 2019; - report by the Executive Director of Place, submitted).

## 22. Tourism – Policy Statement

---

Details were provided on proposals for a Policy Statement on Tourism to support and inform the Council's input to the new and refreshed Edinburgh Tourism Strategy 2030.

The Convener ruled, in terms of Standing Order 21.3, that the following motion should be considered as a matter of urgency.

### Motion

- 1) To agree that officers use the draft Policy Statement on Tourism as the basis for the Council's input to the development of a city strategy for tourism.
  - 2) To agree to review the feedback on the City strategy for tourism at the next practical Corporate Policy and Strategy Committee after Edinburgh Tourism Action Group public consultation on the city strategy for tourism.
  - 3) To ask that this report includes input from the Tourism Working Group.
  - 4) To agree only to ratify the strategy for tourism when the views of residents had been considered as detailed above.
  - 5) To agree to postpone agreement of the Council Tourism Policy Statement until the views of residents had been considered as detailed above.
- moved by Councillor McVey, seconded by Councillor Day

## Amendment

To agree or 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 any changes needed to be made to the policy.

- moved by Councillor Mary Campbell, Seconded by Councillor Booth

## Voting

The voting was as follows

For the motion - 9 votes

For the amendment - 2 votes

(For the motion – Councillors, Aldridge, Jim Campbell, Day, Doggart, Macinnes, McVey, Perry, Rankin and Whyte

For the amendment – Councillors Booth and Mary Campbell)

## Decision

To approve the motion by Councillor McVey.

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

## 23. Draft Policy on Advertising and Sponsorship – Motion by Councillor Main

---

The Council had agreed a motion by Councillor Main requesting that a draft policy on sponsorship and advertising be brought to the Corporate Policy and Strategy Committee within three cycles.

An update of progress on developing a draft policy and the consultations on the impact of food and drink advertising which UK Government and Scottish Government had in progress was presented.

## Decision

- 1) To note the work on a draft policy on advertising and sponsorship that was underway and that further development was required to take cognisance of the impact on income maximisation.
- 2) To request that the draft policy and a report outlining the impact on income maximisation as a result of any changes to current practice be brought to the Corporate Policy and Strategy Committee on 6 August 2019.
- 3) To recognise that the policy would be amended in future to reflect any changes to legislation brought about by the UK Government's and Scottish Government's consultations relating to the impact of food and drink advertising.

(References – Act of Council No 13 of 25 October 2018; joint report by the Chief Executive and the Executive Director of Resources, submitted).

## 24. 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 spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme and the Scottish Welfare Fund.

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

## 25. Contact Centre Performance

---

An update was provided on Contact Centre performance for the period January to March 2019 together with associated service improvement activities.

### Decision

- 1) To note the current performance trends within the Contact Centre.
- 2) To note the ongoing service and performance improvement activities that were ongoing 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).

## 26. Enterprise Resource Planning (ERP) – Programme Update

---

An update was provided on the progress of the Enterprise Resource Planning (ERP) Programme.

### Decision

To note the progress being made by the Council in respect of the deployment and implementation of an Enterprise Resource Planning (ERP) solution for a range of the Council's enabling corporate services.

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

## 27. – Sustainable Travel Plan for Council Transport - Motion by Councillor Mary Campbell

---

The following motion by the Councillor Mary Campbell was submitted in terms of Standing Order 16:

“Committee:

Recognises that the Sustainable Travel Plan for Council transport has not been refreshed since July 2009.

Committee recognises that the Sustainable Travel Plan of 2009 only contained targets for 2010-2012.



Committee requested a new Sustainable Travel Plan which will bring Council travel targets in line with the ambition the council has for carbon reduction. This should return to the Corporate Policy and Strategy Committee in two cycles.”

**Decision**

To approve the motion by Councillor Mary Campbell.

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## Corporate Policy and Strategy Committee

6 August 2019

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	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
1	Full Cost Charges in Care Homes for Older People Managed by the Council		Executive	Moira Pringle	Health and Social Care	Flexible	October 2019
2	Tourism – Policy Statement		Executive		Place	Flexible	October 2019
3	Council Asbestos Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	December 2019
4	Council Fire Safety Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	December 2019

## Policy and Sustainability Committee Upcoming Reports

## Appendix 1

Report Title	Directorate	Lead Officer
<b>OCTOBER 2019</b>		
Full Cost Charges in Care Homes for Older People Managed by the Council	Edinburgh Health and Social Care Partnership	Judith Proctor
Policies- Assurance Statement - Legal & Risk	Resources	Nick Smith
Enterprise Risk Management Policy	Resources	Duncan Harwood
Risk Appetite Statement	Resources	Duncan Harwood
Fair Trade Charter	Chief Executive	Fiona McLeod
Recruitment and Selection Policy	Resources	Katy Miller
Drivers Policy	Resources	Katy Miller
Updated Domestic Abuse Policy	Resources	Katy Miller
Diversity and Inclusion Policy	Resources	Katy Miller
Council Smoke Free Policy	Resources	Susan Tannahill

Gender Pay update	Resources	Katy Miller
Sustainable Energy Action Plan Update	Place	Janice Pauwels
Edinburgh Tourism Strategy Update Report	Place	Jim Galloway
Chief Social Work Officer Annual Report	Communities and Families	Jackie Irvine
Annual Policies Assurance Statement - HR	Resources	Katy Miller
Improved Access to Edinburgh Airport	Place	David Cooper
<b>NOVEMBER 2019</b>		
Business Case for the Management Transfer of Secondary School Sports Facilities to Edinburgh Leisure – Progress Report	Communities and Families	
Council Asbestos Policy	Resources	Susan Tannahill
Council Fire Safety Policy	Resources	Susan Tannahill
Carbon Edinburgh - Detailed Action Plan	Place	Janice Pauwels

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# Rolling Actions Log

## Policy and Sustainability Committee

6 August 2019

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	06.11.12	The Future Management and Ownership of Easter Craiglockhart Hill Local Nature Reserve (LNR) – motion by Councillor Burns  <a href="#">(Agenda for 6 November 2012)</a>	To provide information on the possibility of community ownership and management of the woodland and open space in the area in the longer term and how this might be achieved, with ownership transferring to the Council as an interim measure, with a view to the eventual transfer of ownership and management, to a community organisation.	Executive Director of Place	September 2019		A report will be provided in the Business Bulletin to Transport and Environment Committee on 12 September 2019
2	04.08.15	<a href="#">Common Good Assets Register</a>	1) To note that further reports would be brought to Committee:  a) once Scottish Ministers' guidance about common good registers had been	Executive Director of Resources	December 2018		An update on the Register of Common Good Assets is to be included in the Business Bulletin for the Finance and Resources

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Agenda Item 5.2

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 32			<p>issued; and</p> <p>b) to consider the implications arising from compliance with the Land Registration (Scotland) Act 2012.</p> <p>2) To note that the common good definition in Section 3 of the report by the Acting Director of Services for Communities was not intended to be exclusive and that there would be clarification of the definition with the next report to Committee.</p>				Committee on 15 August 2019.
			3) To call for an update on the progress of the transfer of land from the Sasines Register to comply with the Land Registration (Scotland) Act 2012				<b>Closed</b> Letter outlining the Council position circulated by email to members on 19 October 2017 –



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
3	04.10.16	<a href="#">Business Case for the Management Transfer of Secondary School Sports Facilities to Edinburgh Leisure – Progress Report</a>	That an update report be submitted to Committee in 6 months.	Executive Director for Communities and Families	November 2019		Briefing note circulated to Members on 22 March 2019.  A report is to be submitted to the Education, Children and Families Committee in October 2019.
Page 33	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	July 2018  October 2019	July 2018	<p><b>CLOSED</b></p> <p>Briefing Note circulated on 27 July 2018.</p> <p>Update to Committee now expected in October 2019 as further scoping work is required.</p>
5	29.06.18	City of Edinburgh Council Motion by Councillor Miller – Attracting and	1) Agrees to call for a report into the improvements including pay and conditions that could attract and retain care workers, in	Chief Officer, Edinburgh Health and Social Care	August 2019		Report on the agenda for this meeting.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 34		Retaining Carers <a href="#">(Agenda for 29 June 2018)</a>	comparison to other employment options, and meet the shortfall in care provision, taking into account the results of the research.  2) To instruct officers to remit the report to the Integration Joint Board and Corporate Policy and Strategy Committee for further scrutiny.	Partnership			
	01.02.18	City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18 <a href="#">(Agenda for 1 February 2018)</a>	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.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
7	15.05.18	<a href="#">Sustainable Energy Action Plan Annual Progress Report 2017/18</a>	Calls for a report every two cycles until 2020 within one cycle 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	Ongoing		The next report to be submitted to the Policy and Sustainability Committee meeting in October 2019
8	07.08.18	<a href="#">Participation Requests</a>	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 Improvement Process as set out in paragraph 3.5 of the report by the Chief Executive.	Chief Executive	Ongoing		This report will be presented following the conclusion of the Westbank Street Outcome Improvement Process.
9	07.08.18	<a href="#">Managing Transition to Brexit in Edinburgh</a>	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		The Brexit Working Group continues to meeting and in May, an update on Brexit planning was provided to Elected Members using the Business Bulletin.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 36							<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 scheduled, this may be deemed appropriate over the next few months, particularly in the event of a No Deal Brexit</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
10	23.08.18	City of Edinburgh Council Motion by Councillor Cameron – Equalities Working Group  <a href="#">(Agenda for 23 August 2018)</a>	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	August 2019		An update is provided in the Business Bulletin for this meeting.
11 Page 37	02.10.18	Transient Visitor Levy	To request the Convener to write to the Scottish Government seeking assurance on the timeline for the national consultation.	Chief Executive		4 October 2018	Letter from Leader was sent to Scottish Government on 4 October 2018.  As of 22 July 2019 there has still been no response from the Scottish Government.
12	30.05.19	City of Edinburgh Council Motion by Councillor Burgess – City of Edinburgh Climate Emergency Partnership	1) Notes the decision by the Corporate, Policy and Strategy committee on 14 May to agree a Climate Emergency target of net-zero carbon by 2030;  2) Notes that for Edinburgh to	Executive Director of Place	October 2019		A report will be submitted to the meeting of the Policy and Sustainability Committee in October 2019.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 38		<a href="#">(Minute for 30 May 2019)</a>	<p>achieve this target it will be beneficial for the City's public bodies, businesses, institutions and organisations to work together and that this Council can play a key role in bringing these city-wide partners together;</p> <p>3) Therefore agrees that the Council will approach potential partners with a view to establishing a City of Edinburgh Climate Emergency Partnership and as part of a range of potential mechanisms to deliver our climate target and requests a report back to the Corporate, Policy and Strategy Committee on the responses received and on taking this partnership forward."</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
13	14.05.19	<a href="#">Sustainability Approach</a>	<p>1) Notes that the Climate Emergency Motion agreed by Council on 7 February 2019 agreed 'an action plan setting how this (Climate Emergency 2030 target) ...can be achieved' and therefore requests a further report with a more detailed action plan which includes Council and City-wide data for baseline levels of carbon emissions by sector, showing the required reductions in each sector to reach the Climate Emergency target and to include proposals for achieving the required reductions in carbon emissions."</p> <p>2) Agrees to receive updates on progress at future meetings of the Corporate Policy and Strategy Committee, by means of</p>	<p>Chief Executive</p> <p>Chief Executive</p>	August 2019		An update is provided on the Business Bulletin for this meeting.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			an update or dashboard report.”				
14	14.05.19	<a href="#">Edinburgh and South East Scotland City Region Deal Update</a>	Agree to a further report following the 2019 Annual Conversation between city region partners, Scottish Government, and UK Government	Chief Executive			The Annual Conversation will take place on 12 September 2019.
15	14.05.19	<a href="#">Tourism - Policy Statement</a>	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 any changes need to be made to the policy.	Executive Director of Place	October 2019		
16	14.05.19	<a href="#">Draft Policy on Advertising and Sponsorship</a>	To request the draft policy and a report outlining the impact on income maximisation as a result of any changes to current practice is brought to Corporate Policy and Strategy Committee on 6 August 2019	Chief Exec and Executive Director of Resources	August 2019		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
17	30.05.19	<p>City of Edinburgh Council Motion By Councillor McNeese Mechan–</p> <p>International Fair-Trade Charter</p> <p><a href="#">(Agenda for 30 May 2019)</a></p>	<p>1) Council Pledges to support the International Fair Trade Charter, produced to establish a common reference point for all the organisations and networks that share a common vision of a world in which everyone, through their work, can maintain a decent and dignified livelihood and develop their full human potential.</p> <p>2) Requests a report to Corporate Policy and Strategy Committee in 2 cycles to recommend the undertakings that the Council can give in support of the Charter, and how it can best complement the Council's own Fair Trade Policy.”</p>	Chief Executive	August 2019		Report on the agenda for this meeting.

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# Business bulletin

## Policy and Sustainability Committee

10.00am, Tuesday, 6 August, 2019

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 Melanie Main</p> <p>Councillor John McLellan</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><a href="#">Lesley Birrell</a> Committee Officer</p> <p><a href="#">Louise Williamson, Assistance</a> Assistant Committee Officer</p>

**Equalities update****Background**

On 23 August 2018, Full Council agreed a motion to support the inclusion and innovation aims of the Council's Economy Strategy; to improve citizens' access to a range of services and opportunities; and to establish a cross-party Elected Member Working Group on Equalities.

**Update**

The Elected Member Working Group on Equalities held its first meeting on 29<sup>th</sup> March 2019 and focused on the specific service areas set out in the detail of the motion as follows:

- improve citizens' access to Council services, including services operated on the Council's behalf
- improve citizens' access to events, meetings and visits to Council owned buildings, parks and land; and
- improve citizens' access to employment and training opportunities within the Council

The group focused on the mechanisms required to deliver these improvements and received officer updates from Human Resources and Strategy and Communications. A range of actions to form a workplan for the group were agreed, including:

- Monitoring the delivery of the Council's Equalities, Diversity and Rights Framework 2017-2021 to ensure improvements to access are delivered
- Considering how the Integrated Impact Assessment process is currently being used to ensure the Council meets its public sector equalities duties, particularly in relation to the Council's budget process, and where improvements can be made
- Ensuring the human resources Diversity and Inclusion Strategy gives equal focus to LGBT and transgender groups
- Considering how the Council works with public sector partners in relation to equality, diversity and rights as part of work to establish shared equalities outcomes and deliver a refreshed approach when the current Council framework reaches the end of its lifecycle in 2021

It was agreed the group would meet again after the summer recess and dates are currently being sought.

## **Edinburgh Poverty Commission**

[Edinburgh Poverty Commission](#) was launched in November 2018 and is working throughout this year to define the steps the city needs to make to reduce, mitigate, and prevent poverty in Edinburgh.

The Commission has now completed the first two phases of its inquiry, examining the themes of Pockets and Prospects. Through this inquiry, the project has gathered evidence on the pressures that keep incomes low and living costs high for people in Edinburgh, the impacts of poverty on people's wellbeing and life chances, and the actions we can take to make a difference for people who are struggling to get by in this city.

During the period from November 2018 to July 2019, the Commission has met in full session four times, and conducted 16 visits or evidence gathering sessions with projects, organisations, and groups of citizens across the city. Together with two public calls for evidence published on the [consultation hub](#), the programme of inquiry has so far gathered contributions from more than 40 organisations and groups across Edinburgh.

In parallel with this inquiry, through funding provided by the Scottish Government, the project has commissioned new research to listen to and capture the voices of citizens experiencing poverty across Edinburgh. This research is being carried out by Poverty Alliance on behalf of the Commission and will be augmented by further citizen based research during Autumn 2019.

In May 2019, the Commission [published the findings](#) of its first phase of work for comment and feedback. Following this, interim recommendations on its work to date have now been developed and will be shared with key partners in September 2019. Full findings and recommendations from the work of the commission, including actions and next steps for the Council and other partners will be published following the Commission's Autumn session in November 2019.

Over the next few months the Commission will continue its process of inquiry, the next phase of work aiming to explore the theme of 'Places', considering evidence on the impact of housing, homelessness, transport, and environment on the experience of poverty in Edinburgh.

## **Sustainability**

### **Background**

On 14 May 2019, the Council set a new climate emergency target of Edinburgh becoming carbon neutral by 2030, and agreed to pursue an ambitious approach focused on

developing a city-wide plan and long-term ambition that is co-produced with new and established partners across Edinburgh.

The report to the Corporate Strategy and Policy Committee on 14 May 2019 outlined a three-phase delivery plan for the development of this new approach, which includes sourcing the additional capacity required through securing external funding. This comprised:

- Phase 1 – Consolidation (June to August 2019)
- Phase 2 – Improvement and Engagement (September to May 2020)
- Phase 3 – 2030 Plan Publication and Delivery (June 2020 onwards)

It was agreed that regular updates would be provided to the Policy and Sustainability Committee, with reports being brought for decision at appropriate points in the programme.

### **Phase 1 activity**

Phase 1 is designed to ensure the Council consolidates and better coordinates its current activity impacting on sustainability and climate change. It will ensure improved visibility and leadership of this agenda by establishing a single programme plan and monitoring framework, along with dedicated internal governance arrangements.

Phase 1 activity is almost complete. As part of delivering refreshed governance and leadership arrangements, a 'Sustainability and Climate Emergency All-Party Oversight Group' has been established and met on 24 June. Chaired by the Council Leader, the group agreed a sustainability programme plan and monitoring framework which consolidates *current* Council commitments and high-level activities into a single plan with key impact measures. This will be used to support Phase 2 improvement activity by helping to identify gaps and potential areas for stretch and challenge. The group also considered objectives for a Council-led communication and engagement plan, which will be developed to support Phase 2 engagement activity beginning at the end of the summer, and agreed the purpose will be to:

- Educate and inform citizens
- Create common language and key (Council) messages
- Promote and respond to agency and activism amongst individuals and organisations
- Develop ideas and innovation
- Test appetite for radical action that meets the scale of the challenge

- Secure consent for collaboration and city action towards a 2030 target

This will require an ongoing dialogue with citizens and partners, and planned core activities include:

- Partner workshops and bilateral engagement (Aug onwards)
- National Finance conference
- Youth Summit
- City Climate Conference

Alongside this, officers are in discussion with the Scottish Government with a view to collaborate on any aspects of the National Conversation on Climate that happen in Edinburgh.

As part of the refreshed governance and leadership arrangements a Sustainability Board, chaired by the Chief Executive and comprising senior officers across key Council service areas has been established. The Board will function to coordinate actions across the Council; drive programme implementation and improvement activity and support the development of the 2030 Sustainability Strategy and 2050 ambitions. The group's first meeting took place on 26 July.

In tandem with Phase 1 activity, officers are progressing key areas of work which will support later phases of the programme.

### **Routemap to carbon neutral by 2030**

Edinburgh is a member of the Place-based Climate Action Network, which functions to translate climate policy into action on the ground to bring about transformative change. The network brings together the research community and decision-makers in the public, private and third sectors through five innovative platforms: three city-based approaches (in Leeds, Belfast and Edinburgh) and two theme-based platforms on finance and business.

As part of our participation in the network, we are working with Edinburgh and Leeds Universities to carry out a 'mini-Stern' review. Building on previous work, this will project carbon trajectories under various scenarios (population and economic growth; partner action) and present data on cost and carbon impacts of potential actions. This will help set out an evidence-based routemap to 2030 in order to support future political prioritisation. A project team was formed in June, work has begun and is expected to be complete by the end of September / beginning of October.

### **City Climate Commission**

Discussions are underway with the Edinburgh Centre for Carbon Innovation (ECCI), based at Edinburgh University, on bringing key city partners and experts together to



collaborate on action on climate change. As part of work with the P-CAN network, ECCI would convene and support an Edinburgh Climate Commission, with a planned launch date of November 2019. The Commission would function as an independent voice with the expertise to advise and challenge, along with the actors best-placed to forge innovative solutions and deliver real change. ECCI are working with City of Edinburgh Council as a key statutory partner to develop more detailed plans and further updates will be brought ahead of the planned launch in November.

### **Resources**

The facilitation and coordination of this programme of work, and the ambitions with a broader set of city partners and citizens, will require additional resources within the Council. The additional capacity required in this space will include policy development skills, consultation and engagement, communications, project management and performance monitoring. The Council has applied for additional resources through the Climate Knowledge Innovation Community as part of the European-funded 'Healthy, Clean Cities Deep Demonstrator Programme'. We have been successful in stage one of the application process and are now awaiting official confirmation the award. As soon as this is received officers will look to secure the additional capacity required to deliver the remainder of the programme. Officers will also be looking to collaborate with ECCI on a longer term more substantial bid for partnership and resources with Climate KIC thereafter.

### **Forthcoming activities:**

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# Policy and Sustainability Committee

10am, Tuesday, 6 August 2019

## Working Groups

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 To note the overall reduction of member/officer working groups.
- 1.2 To agree the revised working group framework outlined in appendix two.

**Andrew Kerr**

Chief Executive

Contact: Ross Murray, Governance Officer

E-mail: [Ross.Murray@edinburgh.gov.uk](mailto:Ross.Murray@edinburgh.gov.uk) | Tel: 0131 469 3870

## Working Groups

### 2. Executive Summary

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- 2.1 An outline of the Council's current member/officer working groups which form part of its political management framework, is presented in response to an action of Council from 30 May 2019.

### 3. Background

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- 3.1 The Council approved a framework for the creation and operation of working groups on 23 October 2014.
- 3.2 The Council agreed on 30 May 2019 that a report be submitted to the Policy and Sustainability Committee to review the number and nature of working groups.

### 4. Main report

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- 4.1 Working groups remain a popular vehicle for policy development and wider discussion with partners and stakeholders. Such groups facilitate the meeting of officers and elected members without the constraints and formalities of the committee structure, allowing flexibility in format, location, timing and membership. Proposals can be developed in private before being made public at a later stage, which can be particularly useful to allow full and frank discussion for example, between the Council and external stakeholders. Matters can also be progressed at a faster rate than through the formal committee cycle by utilising regular focussed meetings before being brought back to the relevant executive committee for a decision.
- 4.2 Groups tend to vary between short-life working groups and long-standing groups such as the Joint Consultative Group. Council policy formalises the establishment of such working groups requiring that they are established by the relevant executive committee with a clearly defined remit, membership and timeline before being reviewed each year.
- 4.3 The number of working groups has reduced from 44 to 27 since re-appointments were made last year. This has been a significant reduction but still exerts pressure

on both officer and elected member time and resource. Despite a lack of decision-making powers, a proliferation of working groups can give the impression that business is being conducted without scrutiny or due process. Working groups can also suffer from a lack of drive or 'mission drift', where they struggle to achieve established goals, co-opt new causes and continue in establishment for longer than was originally intended. Working groups cannot be delegated decision-making authority and this can lead to confusion about the status and authority of the body.

4.4 It is recommended that working groups continue as they perform a flexible and valuable role within the Council, however, committees should give greater consideration to the need for a working group and if a working group is the best way to achieve stated objectives.

4.5 It is recommended that committees should consider what they wish to achieve and whether a working group is the best vehicle for doing this. The following serves as a guide as to what purposes a working group can serve:

Can be dealt with by working group	Not appropriate for working group
To develop policy or proposals for approval by parent committee	To take a decision or incur expenditure on any matter
To scrutinise policy or proposals in detail before presenting findings to parent committee	To discuss a matter where the Council/responsible committee has no authority
To scrutinise or develop implementation details before presenting for approval by parent committee	To consider any matter without reporting back to the parent committee
To allow roundtable consultation with key stakeholders on matters within the parent committee's remit	
To provide more regular and in-depth oversight of a major project or initiative	

4.6 If the matter can be dealt with by a working group the committee should consider whether the benefits of flexibility, privacy, officer or stakeholder involvement and ability to make quick progress (as detailed at 4.1) are required.

4.7 The working group framework (appendix 2) which provides a guide for executive committees when creating working groups has been updated to reflect the need to consider alternatives to working groups and to reinforce the need for annual review.

4.8 In instances where a working group is not appropriate, or the benefits are not required, there are two main options.

4.8.1 Consider the matter at committee.

4.8.2 Establish a sub-committee with delegated power.

4.9 While these options do not provide the benefits listed above, they do allow for debate and any decision to be taken in an open and transparent manner.

## **5. Next Steps**

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5.1 Executive committees consider annual working group re-appointment reports in Autumn 2019. This will provide an opportunity for each committee to dissolve any groups which have served their purpose or are no longer required. It is recommended that a lifespan for each re-appointed group is agreed as part of this report after which the group will cease to exist unless extended, for stated reasons, by decision of the relevant executive committee. The committee should also ensure at this stage that working groups have clear objectives and consideration is given to whether they are the correct vehicle for those objectives.

## **6. Financial impact**

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6.1 There are no financial implications as a result of this report.

## **7. Stakeholder/Community Impact**

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7.1 Member/officer working groups provide a key vehicle for policy development and discussion with stakeholders, informing the decision-making and governance of the Council as a whole.

## **8. Background reading/external references**

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8.1 [Minute of City of Edinburgh Council – 24 October 2014](#)

8.2 [Review of Political Management Arrangements – Full Council – 30 May 2019](#)

## **9. Appendices**

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Appendix 1 – Working Groups

Appendix 2 – Amended Working Group Framework

## Appendix 1 – Working Groups

Ref	Name of Group	Responsible Committee	Number of meeting in 2019	Number of meetings in 2018	last meeting
1	Brexit Working Group (short life)	Policy and Sustainability	3	3	23-Apr-19
2	All Party Oversight Group on Granton Waterfront (short life)	Policy and Sustainability	1	1	01-Mar-19
3	All Party Oversight Group on West/South West Edinburgh (short life)	Policy and Sustainability	2	0	09-May-19
4	Equalities Working Group (short life)	Policy and Sustainability	1	0	29-Mar-19
5	Redford Barracks Working Group (short life)	Policy and Sustainability	1	3	24-May-19
6	Sustainability Working Group (short life)	Policy and Sustainability	1	0	24-Jun-19
7	Welfare Reform Working Group (short life)	Policy and Sustainability	1	2	22-Mar-19
8	Edinburgh Extension Act 1920 (short life)	Council/Lord Provost	0	3	31-Aug-18
9	Meadowbank Sports Centre and Stadium Working Group (short life)	Culture and Communities	1	2	16-Jan-19
10	Tourism and Communities Working Group (short life)	Culture and Communities	1	3	08-May-19
11	CCTV Working Group (short life)	Culture and Communities	3	3	12-Jun-19
12	Corporate Parenting of Looked After Children Member/Officer Group (standing)	Education, Children and Families	2	3	01-May-19
13	Duncan Place Working Group (short life)	Education, Children and Families	0	0	15-Sep-16
14	Gaelic Implementation Steering Group (standing)	Education, Children and Families	2	5	12-Jun-19

15	Wester Hailes Working Group (short life)	Education, Children and Families	3	2	12-Jun-19
16	Consultative Committee with Parents (standing)	Education, Children and Families	2	3	28-Feb-19
17	Elected Members ICT and Digital Sounding Board (standing)	Finance and Resources	2	0	25-Apr-19
18	Joint Consultative Group (standing)	Finance and Resources	3	4	04-Jun-19
19	Edinburgh Shared Repairs Services and Legacy Programme Board (standing)	Finance and Resources	2	6	05-Jul-19
20	Edinburgh Homelessness Forum (standing)	Housing and Economy	2	2	04-Jun-19
21	Homelessness Task Force (standing)	Housing and Economy	1	7	04-Jun-19
22	Local Access Forum (standing)	Transport and Environment	1	1	31-Jan-19
23	Central Edinburgh Development Working Group (short life)	Transport and Environment	1	7	24-Apr-18
24	Tram All Party Oversight Group (standing)	Transport and Environment	3	10	26-Jun-19
25	Transport Forum (standing)	Transport and Environment	0	2	29-Mar-19
26	Single Use Plastics Working Group (short life)	Transport and Environment	2	1	12-Mar-19
27	Cammo Estate Advisory Committee (standing)	Transport and Environment	2	4	12-Jun-19



## **Appendix 2 - City of Edinburgh Council - Working Group Framework**

- The chair of a working group will be agreed by the parent committee.
- Membership of 'Working Groups' will be open to all members of the parent committee (and substitutes), or as agreed by the parent committee; with officers and outside representatives being involved, as required.
- The chair will be able to add to the membership of a working group but not remove members who must be changed by the parent committee.
- Working Groups should have a defined written remit, and a time-frame for delivery of that remit; all to be agreed by the relevant parent committee
- Working Groups will agree flexible meeting arrangements, to recognise individual workloads, wherever appropriate
- Parent committees to consider annual re-appointment reports confirming the lifespan and necessity for a working group. Committees should confirm that working groups have clear objectives and give consideration as to whether a working group is the correct vehicle to take these forward.

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# Policy and Sustainability Committee

10:00, Tuesday 6 August 2019

## UPDATE ON EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP - OLDER PEOPLE JOINT INSPECTION IMPROVEMENT PLAN

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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1.1 The Policy and Sustainability Committee is asked to:

- note that the Improvement Plan set out in appendix 1 has been developed in response to the Joint Inspection of Older People's Services Progress Report;
- consider and approve the Improvement Plan Recommendations, noting that these will be delivered in partnership with NHS Lothian and through the Edinburgh Health and Social Care Partnership;
- note that a performance reporting framework, to capture progress or areas where improvement is not progressing, will be developed as part of the implementation of this plan; and
- Agree to a progress report on a 6 monthly basis.

**Judith Proctor**

Chief Officer

Edinburgh Health and Social Care Partnership

Contact: Marian Gray. Lead Officer

E-mail: [marian.gray@edinburgh.gov.uk](mailto:marian.gray@edinburgh.gov.uk)

## UPDATE ON EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP - OLDER PEOPLE JOINT INSPECTION IMPROVEMENT PLAN

### 2. Executive Summary

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- 2.1 This paper outlines the review of Older People's Improvement Plan following the Joint Inspection Progress Report published in December 2018. The previous action plan, which related to the original Older People's inspection of 2016, was reviewed and the new improvement plan (appendix 1) developed within the developing new Health and Social Care transformation plan and, specifically, the framework of the 'Three Conversations' approach. This reflects the revision of the Edinburgh Health and Social Care Partnership (the Partnership) draft strategic plan 2019/2022. The Edinburgh Integrated Joint Board (EIJB) considered the new improvement plan in May 2019 and the NHS Lothian Healthcare Governance Committee reviewed the improvement plan in July 2019.

### 3. Background and Main Report

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- 3.1 A joint inspection of Older People's Services was completed in 2016, carried out by the Care Inspectorate and Healthcare Improvement Scotland, this resulted in 17 recommendations for improvement. A number 'weak' gradings were given and, as is normal practice, a further follow up progress review was carried out. This progress review was conducted in June 2018 and the findings published in December 2018.
- 3.2 The inspection team examined a range of documentation submitted by the Partnership and reviewed national performance data. They issued a survey to 3600 health and social care staff of whom 666 responded. They held scrutiny sessions that consisted of focus groups and interviews with staff and managers. and met with 30 older people who used services and their carers. They also met with representatives from the third and independent sectors and other stakeholders.
- 3.3 The focus of their activity was to assess the progress made by the Partnership in meeting the 17 recommendations of the original inspection. The progress review determined that; 1 recommendation was assessed as having made good progress, 2 recommendations were assessed as having made reasonable progress, 12 recommendations were assessed as having made limited progress and 2

recommendations (Recommendation 9 and 13) were assessed as having made poor progress.

- 3.4 The inspection team commented on the delay in responding to the findings of the original inspection in 2017. They described the response as a reactive and short term one rather than a wider strategic, whole systems approach and assessed that the delay and the approach has impacted on the pace of change which they found to be slow.
- 3.5 The development of the new Improvement Plan, in response to the review should be considered alongside the decision to implement the 'Three Conversations' approach and the development of the Integration Joint Board's new Strategic Plan, which is currently out for consultation. The recommendations have been reviewed through the lens of Three Conversations and each recommendation is mapped across four domains:-
- Conversation 1 – Listen and Connect;
  - Conversation 2 – Work with People in Crisis;
  - Conversation 3 – Build a Good Life;
  - Infrastructure and Enablers.
- 3.6 The improvement plan was developed in collaboration with the Executive Management Team with the final iteration agreed on 9 May 2019. Linking the improvement plan to the wider strategic and transformational changing taking place in the partnership will drive a more strategic, sustainable and whole system improvement.
- 3.7 The improvement plan was also shared with the Care Inspectorate and Healthcare Improvement Scotland as part of a workshop session with them in January. The workshop also focused on how the Partnership intended to respond to the inspection report and how the Three Conversations model had shaped our thinking around strategic planning as well as operational delivery. The Improvement plan has linked each recommendation with the Joint Inspection Quality Indicators to better understand how the Partnership can impact on improving services.
- 3.8 A further meeting was held with the Care Inspectorate, Health Improvement Scotland and the Scottish Government in May, as well as a number of individual meetings with key staff and the Link Inspector. The purpose of these meetings was to share the Improvement Plan, demonstrate progress, understand the future scrutiny model for the Partnership and to discuss the implementation of Three Conversations.
- 3.9 The Improvement Plan (appendix 1) addresses each recommendation by including a statement of aims and targets based on year 1, year 3 and year 5. The improvement plan also indicates how this will be achieved, what measures will demonstrate that the recommendation / statement of aims / targets have been achieved.

- 3.10 Evidence will be gathered to support the Partnerships assertions. Each recommendation has a named Executive Lead and a named lead officer who will have an overview of all the activity that supports completion of the recommendation and report into the improvement plan leadership group.

## **4. Key Risks**

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- 4.1 The implementation of the budget savings programme and the transformational change programme are major work streams which impact directly on delivery of the Improvement Plan and all three are intrinsically linked.
- 4.2 To mitigate this risk, all workstreams have been mapped to ensure any and all transformational and change work undertaken delivers within the parameters of the improvement plan and that improvement work continues to focus on the 17 recommendations from the Joint Inspection.

## **5. Stakeholder and Community Impact**

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- 5.1 The progress review report and the improvement plan highlight areas of unmet need and underdeveloped services across Edinburgh which are likely to impact on the health and wellbeing of services user and their unpaid carers
- 5.2 An impact assessment will be undertaken on each work stream and associated change project.
- 5.3 The development of the improvement plan and the subsequent work streams has involved a range of stakeholders. Each work stream has, or will include, involvement from citizens and the public as well as partners from the voluntary and independent.
- 5.4 Each work stream has, or will include, a range of internal stakeholders such as colleagues from housing and quality assurance as well a lead officers from within the Partnership or from our two employing authorities.

## **6. Resource and Financial impact**

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- 6.1 The delivery of the improvement plan is embedded in the overarching partnership change programme. Executive Leads have been identified to drive forward improvements associated with the plan and they also have lead roles in the delivery of the strategic plan, service improvement and the Three Conversations roll out.
- 6.2 Monitoring and review of progress on all 17 recommendations will be done on a quarterly basis. A lead officer from within the Partnership has been identified to support this work who also works within the current interim change programme.

- 6.3 The level of unmet need and the as yet unknown need is significant across the Partnership and the focus of the change programme and the roll out of Three Conversations will address this and improve the experience of people seeking help and reduce demand for formal services.
- 6.4 The work undertaken to address the 17 recommendations support this and the change programme project managers will support the Executive Leads to ensure delivery. The EIJB has approved funding to allow the Partnership to employ project managers to ensure significant progress is made.

## **7. Next Steps**

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- 7.1 The improvement plan is a dynamic document which will record activity, targets and evidence to support progress. Progress will be monitored by the Partnership Executive Management team chaired by the Chief Officer with support from the Lead Officer. Progress will also be reviewed against the Partnership Change Programme to ensure activity against the 17 recommendations is supported by the activity within the change programme.
- 7.2 There will continue to be regular meetings with the Care Inspectorate and other scrutiny bodies to allow us to demonstrate activity and progress.

## **8. Appendices**

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Appendix 1: Older People Joint Inspection Improvement Plan



**Edinburgh Health and Social Care  
Partnership  
Progress Review of Older People's  
Services**

**Framework for Improvement Based on  
the  
Three Conversations Approach**

**Agreed by the Executive Management  
Team: May 2019**



## **Introduction and Background**

### **Joint Inspection**

The Care Inspectorate and Healthcare Improvement Scotland (the Joint Inspectors) carried out an inspection of Older People's Services in Edinburgh in 2016 and reported their findings in a report published in 2017. The original report noted a number of areas of weakness across the partnership and set out 17 recommendations for improvement (fig 1 below).

It is normal practice, within joint inspections, that where a grade of 'weak' is applied, that the joint inspectors return within a year to assess progress. The progress review visit took place in June and July 2018 and the report published in December 2018. The review visit is not a further inspection and grades are not given, however levels of progress against the initial recommendations are provided.

### **The Partnership**

This inspection was carried out on the wider partnership in Edinburgh – the Integration Joint Board (IJB) and the Health and Social Care Partnership (HSCP), and their partner organisations NHS Lothian (NHSL) and City of Edinburgh Council (CEC). Given the complex interrelationship between partners it's important that we address the remaining challenges set out in the report as a partnership and in a collaborative and collegiate way. However, given the number of recommendations, the issues they span and the requirement to make improvement at pace, it makes sense to have a single action plan, owned by all, but driven through the HSCP as the organisation responsible for operational delivery of Older People's Services in Edinburgh.

### **Actions, Improvement and Key Updates Since Review Visit**

The review visit took place at a time of significant change in the IJB and HSCP. A new Chief Officer took up post in May 2018 and a new Head of Operations took up post formally in July that same year. Much focus and activity had taken place since the initial inspection and action plans developed however since then there has been an opportunity to review and refresh the HSCP's approach to addressing improvement and its wider strategic and transformational change.

A significant focus has been placed on addressing some of our key challenges in performance. These are clearly identified in both the initial report and in this follow up report – Delayed Discharges, people waiting for an assessment of care and people waiting for care. We can demonstrate that by February 2019 improvements had been made in a number of areas including:

- We have set clear trajectories of improvement for Delayed Discharges over the winter and into 2019. These are monitored closely and we have reported a consistent improving trend since they were agreed;
- Linked to that, we have reduced the number of delays in NHS Lothian acute beds by 25% since September 2018;
- We have reduced the number of people waiting in hospital for an assessment for social care 40 to 16 during the same time period;

- There have been more significant improvements in relation to people waiting for a Package of Care on NHSL acute sites – WGH has 48% fewer Delayed Discharges and RIE 16% fewer;
- We would also report that waits for care in care homes remain under pressure.

The additional investment of funding toward community care capacity has begun to be applied and providers are reporting positively. We anticipate the additional capacity this will purchase to come on stream in January (the time lag relating to recruitment, PVG checks, mandatory training of new staff etc). This will create further capacity and will enable both a targeting of delays, as well as supporting older people in the community remain at home.

Other areas of leadership for change and transformation have been identified and we can highlight:

- Significant activity around strategic planning and the development of our Strategic Commissioning – and in relation to engagement and participation with this being recognised as good practice in the recent Audit Scotland Report – 750 people;
- Carers’ Strategy – we have undertaken a test of change in relation to carers’ assessments and access to self directed support and a new carers’ strategy is in development. A lot of engagement with carers, carers’ groups and other stakeholders has taken place and the strategy will come to the IJB in February;
- The HSCP’s first Workforce Plan has been developed following the ‘6 step’ methodology and the baseline document will come to the IJB in December. A cross system workforce planning group is in place to oversee this work and the next steps of its development; The Chief Officer commissioned an independent review of the IJB’s Governance and the report and recommendations will come to the IJB in December. If agreed, the actions taken to implement the recommendations will support a strengthened strategic leadership and direction and support a new transformation programme in support of the longer term vision and longer term sustainability of the HSCP.

### **Transformation and Change – Three Conversations Approach**

A proposal setting out a recasting of our strategic transformation model and vision will come to the IJB in February 2019. This is not the place to go into detail however the proposal sets out a reshaping of our model in Edinburgh aligned to the ‘3 conversations’ approach – summarised in Fig 2 below. The implementation of this programme, if successful, would support delivery of improvement against the inspection report and the follow up, and, beyond that, the longer term sustainability of good quality health and care services in Edinburgh which shift the balance of care, support independence and self direction, and which promote health and wellbeing.

### **The Approach to our Improvement Plan**

Given our shift toward a new strategic transformation programme it makes sense that we align our inspection improvement work to that. In this way it will be embedded in our change programme and central to it. It is clear in the review follow up report itself that the joint inspectors believed we were too detailed in the initial response to the recommendations – the revised approach embeds this within longer term strategic change.

Fig 3 below sets out how we've mapped the recommendations against our three conversation approach. There are areas of overlap and our programme management approach will support us in ensuring both good governance of implementation and reducing duplication in delivery.

It should also be noted that we can demonstrate that we've closed off a number of recommendations since the visit in June.

### Fig 1 Joint Inspection Recommendations

Noted below are an overview of all recommendations identified:

Recommendation 1	The partnership should improve its approach to engagement and consultation with stakeholders in relation to: <ul style="list-style-type: none"> <li>- Its vision</li> <li>- Service redesign</li> <li>- Key stages of its transformational programme</li> <li>- Its objectives in respect of market facilitation</li> </ul>
Recommendation 2	The partnership should further develop and implement approaches to early intervention and prevention services to support older people to remain in their own homes and help avoid hospital admissions
Recommendation: 3	The Partnership should develop exit strategies and plans from existing 'interim' care arrangements to help support the delivery of community based services that help older people and their carers to receive quality support within their own homes or a setting of their choice
Recommendation: 4	The Partnership should engage with stakeholders to further develop intermediate care services, including bed based provision, to help prevent hospital admission and to support timely discharge
Recommendation: 5	The partnership should work in collaboration with carers and carers organisations to improve how carers' needs are identified, assessed and met. This should be done as part of updating the carers strategy
Recommendation: 6	The Partnership should ensure that people with dementia receive a timely diagnosis and that diagnostic support for them and their carers is available.
Recommendation: 7	The Partnership should streamline and improve the falls pathway to ensure that older people's needs are better met
Recommendation: 8	The Partnership should develop joint approaches to ensure robust quality assurance processes are embedded in practice.
Recommendation: 9	The Partnership should work with the local community and other stakeholders to develop and implement a cross market facilitation strategy. This should include risk assessment and contingency plans
Recommendation: 10	The Partnership should produce a revised and updated joint strategic commissioning plan with detail on: <ul style="list-style-type: none"> <li>• how priorities are to be resourced</li> <li>• how joint organisational development planning to support this is to be taken forward</li> <li>• how consultation, engagement and involvement are to be maintained</li> <li>• fully costed action plans including plans for investment and disinvestment based on identified future needs</li> <li>• expected measurable outcomes</li> </ul>
Recommendation: 11	The Partnership should develop and implement detailed financial recovery plans to ensure that a sustainable financial position is achieved for the Integrated Joint Board

Recommendation: 12	<p>The Partnership should ensure that:</p> <ol style="list-style-type: none"> <li>1. there are clear pathways to accessing services</li> <li>2. eligibility criteria are developed and applied consistently</li> <li>3. pathways and criteria are clearly communicated to all stakeholders, and</li> <li>4. waiting lists are managed effectively to enable the timely allocation of services (refer to recommendation 13)</li> </ol>
Recommendation: 13	<p>The partnership should ensure that:</p> <ul style="list-style-type: none"> <li>• people who use services have a comprehensive, up-to-date assessment and review of their needs which reflects their views and the views of the professionals involved</li> <li>• people who use services have a comprehensive care plan, which includes anticipatory planning where relevant</li> <li>• relevant records should contain a chronology</li> </ul> <p>allocation of work following referral, assessment, care planning and review are all completed within agreed timescales</p>
Recommendation: 14	<p>The Partnership should ensure that risk assessments and management plans are recorded appropriately and are informed by relevant agencies. This will help ensure that older people are protected from harm and their health and wellbeing maintained.</p>
Recommendation: 15	<p>The Partnership should ensure that self-directed support is used to promote greater choice and control for older people. Staff and multi-agency training should be undertaken to support increased confidence in staff in all settings so that they can discuss the options of self-directed support with people using care services</p>
Recommendation: 16	<p>The Partnership should develop and implement a joint comprehensive workforce development strategy, involving the third and independent sectors. This will help to support sustainable recruitment and retention of staff, build sufficient capacity and ensure a suitable skills mix that delivers high quality services for older people and their carers</p>
Recommendation: 17	<p>The Partnership should work with community groups to support a sustainable volunteer recruitment, retention and training model</p>

### 1 Conversation 1 : Listen & Connect

Listen hard. Understand what really matters. Connect to resources and supports that help someone get on with their chosen life, independently.



### 2 Conversation 2 : Work intensively with people in crisis

What needs to change urgently to help someone regain control of their life? Put these into an emergency plan and, with colleagues, stick like glue to help make the most important things happen.



### 3 Conversation 3 : Build a good life

*For some people, support in building a good life will be required.*

What does 'a good life' look like? What resources, connections and support will enable the person to live that chosen life? How do these need to be organized?



Fig 3

**Conversation 1 – Listen and Connect  
(Access, Wellbeing and Prevention)**

- |                   |                   |
|-------------------|-------------------|
| Recommendation 1  | Recommendation 14 |
| Recommendation 2  | Recommendation 15 |
| Recommendation 5  |                   |
| Recommendation 6  |                   |
| Recommendation 7  |                   |
| Recommendation 8  |                   |
| Recommendation 9  |                   |
| Recommendation 10 |                   |
| Recommendation 11 |                   |
| Recommendation 12 |                   |
| Recommendation 13 |                   |

**Conversation 2 – Work Intensively with People in Crisis  
(Crisis intervention, Short Term and Acute Services)**

- Recommendation 1
- Recommendation 4
- Recommendation 5
- Recommendation 6
- Recommendation 7
- Recommendation 8
- Recommendation 10
- Recommendation 11
- Recommendation 13
- Recommendation 15

**Conversation 3 – Build a Good Life  
(Long Term Care, Complex Care, Accommodation and Bed Based Care)**

- |                   |                   |
|-------------------|-------------------|
| Recommendation 1  | Recommendation 13 |
| Recommendation 3  | Recommendation 15 |
| Recommendation 5  |                   |
| Recommendation 6  |                   |
| Recommendation 7  |                   |
| Recommendation 8  |                   |
| Recommendation 10 |                   |
| Recommendation 11 |                   |

**Infrastructure and Enablers Programme**

- |                   |                   |
|-------------------|-------------------|
| Recommendation 1  | Recommendation 15 |
| Recommendation 5  | Recommendation 16 |
| Recommendation 6  | Recommendation 17 |
| Recommendation 7  |                   |
| Recommendation 8  |                   |
| Recommendation 9  |                   |
| Recommendation 10 |                   |
| Recommendation 11 |                   |
| Recommendation 13 |                   |

## Recommendation: 1

The partnership should improve its approach to engagement and consultation with stakeholders in relation to:

- Its vision
- Service redesign
- Key stages of its transformational programme
- Its objectives in respect of market facilitation

### Executive Lead:

Judith Proctor - Chief Officer

### Last Update:

Jan 2019

### Update Frequency:

3 monthly

### Target Stage:

**1 Year** 3 Years 5 Years

### Aim Statement

We are committed to ensuring there is an appropriate level of engagement with staff and key stakeholders including 3<sup>rd</sup>, independent and voluntary sectors in the design and implementation of our transformation and change programmes

### Aligned to Quality Indicators:

- 9 - Leadership and Direction the supports partnership
- 9.1 - Vision, values and culture across the partnership
- 9.2 - Leadership of strategy and development
- 9.4 - Leadership of change and improvement

### Targets

#### 1 year: By December 2019

- A Transformation and change programme agreed and resourced by IJB by Feb 2019
- The transformation plan and delivery structure will set out clear engagement with key stakeholders at every stage
- There will be clear stakeholder involvement in the review of the partnership's vision and values
- Development of a partnership communication plan and a range of platforms to improve communication with key stakeholders
- Staff involvement in the key stages of service redesign will be set out and evidenced

#### 3 years: By December 2021

- The transformation programme will evidence stakeholder led change and delivery
- Staff will be involved in decision making around service redesign and transformation and this will be evidenced through annual staff surveys and evidence of participation

#### 5 years: By December 2023

- There is clear and visible leadership and participation by our staff and partners embedded across all service redesign, transformation and change programmes
- Plans and developments are co-produced and there is clear evidence of community / communities of interest participation in decisions that affect them

#### How will we do it?

- Clear programme board membership and participation plan for the three conversations approach.
- Where appropriate, fund in kind, 3<sup>rd</sup>, independent and voluntary sector engagement in transformation and change programmes
- Develop a stakeholder satisfaction survey to assess progress
- Establish stakeholder focus groups
- Develop a partnership website and social media platforms to improve communication with staff and key stakeholders
- 

#### How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?

##### (Measures: process, outcome and balancing)

- Key stakeholder membership at programme board meetings
- Stakeholders fully engaged in all transformation and change programmes and market facilitation strategies
- Evidence of a shift in investment towards community organisations and 3<sup>rd</sup> and independent sectors
- Fully established EHSCP website with regularly updated information to keep staff and key stakeholders up to date on partnership business and developments
- Good level of attendance from all staff groups across the partnership at staff engagement sessions
- Positive stakeholder satisfaction survey results
- Evidence of 3<sup>rd</sup>, independent and voluntary sector attendance and input at programme board meetings
- Agreed timetable for stakeholder focus / engagement sessions
- Positive staff and stakeholder feedback through staff survey

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#### What evidence do we have to support this?

- Evidence of engagement and participation clear in terms of reference of all our groups and through notes and minutes
- Stakeholder surveys at regular points of our work to gauge experience of role and its impact
- Number of community engagement opportunities evidenced will increase over the course of the programme
- Evidence of partnership approach to commissioning and service design



**Recommendation: 2**

**The partnership should further develop and implement approaches to early intervention and prevention services to support older people to remain in their own homes and help avoid hospital admissions**

**Executive Lead:**

Tom Cowan – Head of Operations

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

We are committed to building and reinforcing community capacity and support in order to avoid and reduce formal care and support. We are committed to the principles of a 'home first' model and our early intervention strategy and our prevention strategy will reflect that. We intend to invest in community capacity building and work collaboratively across all sectors. We are committed to the implementation of three conversations which will facilitate the transfer of resources to support early intervention and prevention services.

**Aligned to Quality Indicators:**

2 – Getting help and the right time

5 – Delivery of key processes

6 – Policy development and plans to support improvement in service

**Targets**

**1 year: By December 2019**

- Our conversation 1 programme board will be established and will have prioritised and agreed its key priorities to early intervention and prevention
- Explore and begin to develop sustainable expenditure
- Develop our current Be Able service

**3 years: By December 2021**

- We will have established a co-ordinated community capacity approach by developing a network of low level community connections to compliment the support available to support older people to remain in their own homes

**5 years: By December 2023**

- Early intervention and prevention will be the main focus in our approach to support older people to live independently in their own homes with improved outcomes.

**How will we do it?**

- Establish conversation 1 programme board
- Identify key priorities and manage these with robust programme / project management support
- Use Ministerial Steering Group (MSG) measures to monitor activity and measure improvement

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- Reduction in the number of delayed discharges in acute hospitals
- Reduction in the number of >75 admissions and readmissions
- Reduction in the number of unscheduled hospital bed days
- Reduction in A&E attendances
- Reduction in the % of last 6 months spent in an acute setting
- Balance of care; % of population in community of institutional care
- Reduction in waiting lists for assessments and reviews
- Improved outcomes for service users
- 

**What evidence do we have to support this?**

- Measurements against MSG improvement objectives.

**Recommendation: 3**

**The Partnership should develop exit strategies and plans from existing 'interim' care arrangements to help support the delivery of community based services that help older people and their carers to receive quality support within their own homes or a setting of their choice**

**Executive Lead:**

Pat Wynne – Chief Nurse

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

Deliver community based services to assist older people and carers to receive quality support at home or in a setting of their choice. Where it is identified that a person's needs can no longer be met at home and can only be met in a care home, we will ensure that there is a high quality, person centred interim and intermediate services, which can care for their needs while they are waiting for a permanent place in a care home of their choice. We have committed to the closure of our current interim facilities at Liberton Hospital and Gylemuir House Care Home as they no longer suitable.

**Aligned to Quality Indicators:**

2 – Getting help at the right time

6 – Policy development and plans to support improvement in service

**Targets****1 year: By December 2019**

Interim care at current establishments will be closed at Liberton Hospital and Gylemuir House Care Home. An intermediate care facility for 40 people will open at the Jardine Clinic in late 2019

We will have reviewed our interim care arrangements and will have a clear plan in place, in terms of our interim care services. This is intrinsically linked with our bed based resources and we will manage this under Recommendation 4.

- Our interim care services will be supported by the appropriate home based pathways so that people only stay in interim care beds when there is no alternative and when they are waiting on a place at an identified care home becoming available. This is intrinsically linked with our bed based resources and we will manage this under Recommendation 4.

**3 years: By December 2021**

- No further action specific to this recommendation as linked to and will be managed under Recommendation 4

**5 years: By December 2023**

Not applicable

**How will we do it?**

- Capture improved interim care directions within Strategic Plan.
- Continue to work with all stakeholders to continually improve our interim care model.
- Continue to be clear on our interim care model and ensure that people have clear plans for moving on prior to admission.

- Identify how improvements in the care at home position can support more people to be cared for intensively at home as an alternative interim solution and while they are being assessed.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- People in our interim care facilities will not exceed maximum length of stay and will be assessed timeously with the appropriate level package of care, back to their own home.

**What evidence do we have to support this?**

- Locally sourced performance data and MSG measures – Length of Stay, Admissions and Readmissions and Delayed Discharge Data
- Patient and carer experience
- Staff experience

#### Recommendation: 4

The Partnership should engage with stakeholders to further develop intermediate care services, including bed based provision, to help prevent hospital admissions and to support timely discharge.

#### Executive Lead:

Tony Duncan – Head of Strategy

#### Last Update:

Jan 2019

#### Update Frequency:

3 monthly

#### Target Stage:

**1 Year** 3 Years 5 Years

#### Aim Statement

We will have clear pathways from home to hospital and then back to home which will provide the optimum level of care and rehabilitation for people so that they are supported to remain as independent as possible for as long as possible. This will be designed as part of the Strategic Plan and within it the transformation programme. Implementation will be further supported by the roll out of the Three Conversations approach.

#### Aligned to Quality Indicators:

- 2 – Getting help at the right time
- 5 – Delivery of key processes
- 6 – Policy development and plans to support improvement in service

#### Targets

##### 1 year: By December 2019

- Further engage with stakeholders to firm up plans for future intermediate care facilities, including whether this involves new buildings or different utilisation of current facilities such as HBCCC.
- Analysis of current community intermediate care provision and understanding of how this could be improved to facilitate more intermediate care within people's own homes.
- Agree the exit strategy for Liberton hospital which includes opening the Jardine clinic and the transfer of people currently based in Liberton hospital.
- Agree closure plan for Gylemuir House and transfer residents and staff. **Afternote: this action has been completed.**
- We will have reviewed our interim care arrangements and will have a clear plan in place, in terms of our interim care services.
- Our interim care services will be supported by the appropriate home based pathways so that people only stay in interim care beds when there is no alternative and when they are waiting to return home or on a place at an identified care home becoming available.

##### 3 years: By December 2021

Directly links to the outcomes of the transformation programme within the current 3 year strategic planning cycle. In particular output from the Hospital at Home review, the bed based review and the care at home review.

##### 5 years: By December 2023

**We will have well established intermediate care in the community and within bed based resources that is a short term assessment and rehabilitation and reablement service.**

**How will we do it?**

- Conduct further engagement activities around bed based intermediate care proposals, particularly around how rehabilitation, HBCCC and internal care home facilities are utilised, to support the strategic 'home first' approach.
- Identify how community based intermediate care could impact on the bed numbers needed for bed based HBCCC, internal care home, rehabilitation and intermediate care.
- Further analysis of pathways to understand optimum rehabilitation journey for people and the services required.
- Gain feedback from the pilot of Discharge to Assess to understand if this could support the intermediate care model.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- Fewer delayed discharges in RIE, WGH, Liberton hospital/the Jardine Clinic
- Service user feedback
- Increase number of frail elderly returning home rather than institutional care
- Increase number of frail elderly returning home with less intense Package of Care, therefore decreasing additional demand for care at home services
- Reduce the number of people delayed in hospital when fit to go home (Delayed Discharge)
- Reduce length of stay and bed days lost to delays
- Reduce unplanned admissions and re-admissions into acute hospitals
- Reduce number of people waiting for an assessment and the length of time people wait for an assessment
- Sustainable intermediate care and support

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**What evidence do we have to support this?**

- Through the Older People Partnership Working Group, the redesign of Intermediate Care Models is underway including internal care homes, HBCCC, Respite, Interim and intermediate care underway, and rehabilitation pathways, with intended outcomes:
  - Improve the experience for people receiving care and services
  - Improve frail elderly discharge pathway
  - Enable appropriate care capacity to meet needs with timely reviews
  - Development of a highly engaged, motivated, and supported workforce, able to utilise the full extent of their professional training and skills
- The redesign and model review will be informed by work which is underway:
  - A review of the orthopaedic rehabilitation pathways (27.03.19)
  - A review of improving access and pathways, including Acute Care at Home Review (04.04.19)
  - A review of respite provision and HBCCC (25.04.19)
  - A review of community rehabilitation and intermediate care services is planned to
  - Application of a Test of Change for Discharge to Assess, and planned roll out
  - Engagement with key stakeholders and wider workforce in the redesign work, to understand the level of medical and rehabilitation needs presented within the

pathway, and clearly seeking and challenging views about the environment in which care can be provided

## Recommendation: 5

**The partnership should work in collaboration with carers and carers organisations to improve how carers' needs are identified, assessed and met. This should be done as part of updating the carers strategy**

### Executive Lead:

Tony Duncan - Head of Strategy

### Last Update:

Jan 2019

### Update Frequency:

3 monthly

### Target Stage:

**1 Year** 3 Years 5 Years

### Aim Statement

We will collaborate with carers and partners on all aspects of the implementation of the carers act and update the Edinburgh Joint Carers Strategy to include the contribution from key stakeholders.

### Aligned to Quality Indicators:

5.4 – Involvement of individuals and carers in directing their own support

6.4 – Involving individuals who use services, carers and other stakeholders

### Targets

#### 1 year: By December 2019

By the end of January 2019, finalise the draft Edinburgh Joint Carers Strategy following consultation with adult and young carers and prepare the final version for ratification by the end of March 2019. This will include the statutory Short Breaks Services Statement (Unpaid Carers). **Completed**

Consider new ways of working with paid and unpaid colleagues and adopt the learning from successful pilots in North West Edinburgh and Longstone.

- Develop an implementation plan to support the rollout of the Carers Strategy in Edinburgh for EIJB ratification in August 2019.
- In partnership with third, independent and voluntary sectors, and in consultation with carer representatives, the needs of carers will be considered across each of the Three Conversation approach within the transformation programme.

#### 3 years: By December 2021

- Review the carers strategy in consultation with key stakeholders.
- Paid and unpaid carers will be prevalent across all EHSCP delivered services.
- Collaborative work with carers and carers organisations will be embedded as continuous improvement business as usual.

#### 5 years: By December 2023

- The views of paid and unpaid carers will be prevalent across all EHSCP delivered services.

### How will we do it?

- Fully consider paid and unpaid carer views in the development of the final revised Carer's Strategy for EHSCP, including the Short Breaks Services Statement.
- Develop a clear implementation programme for the roll out of the carers' strategy.

- Ensure carer representation for each of the work streams identified as part of the implementation programme.
- Invite carer representatives to join each of the Three Conversation transformational Programme Boards.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- Positive carer representative feedback.
- Performance data shows improvement against measurable indicators associated with the high level priorities and activities identified in the strategy, and recorded from April 2019.
- Number of Adult Carer Support Plans and Young Carer Statements Completed.
- Review of services and clear robust contract management.

**What evidence do we have to support this?**

- Redesigned paperwork to meet the new duties of the Carers (Scotland) Act 2016 – Adult Carer Support Plans, Eligibility Criteria.
- New business processes and supporting documentation produced and tested – SWIFT/AIS. This will allow performance to be measured and reported against key indicators from April 2019 onwards.
- Carers census survey results.
- Consultation data and report to inform Strategy Development and implementation.
- Regular progress reports including minutes from various groups / committees.
- Feedback from carers/case studies from pilots.
- Draft carers Strategy and Short Breaks Services Statement to 29<sup>th</sup> March 2019 EIJB
- Final Carer’s Strategy and Implementation Plan ratified by EIJB in August 2019.



## Recommendation: 6

The Partnership should ensure that people with dementia receive a timely diagnosis and that diagnostic support for them and their carers is available.

### Executive Lead:

Tony Duncan – Head of Strategy

### Last Update:

Jan 2019

### Update Frequency:

3 monthly

### Target Stage:

**1 Year** 3 Years 5 Years

### Aim Statement

We are committed to delivering timely diagnosis and quality post-diagnostic support for people who have a dementia diagnosis and those who give support. We aim to deliver this within the EHSCP priority areas and in line with national policy, standards and local plans. This will link to other dementia related developments as outlined in the draft Strategic Plan's Older People' Commissioning Plan and draft IJB Directions.

### Aligned to Quality Indicators:

2.2 – Prevention, early identification and intervention at the right time

5.1 – Access to support

5.2 – Assessing need, planning for individuals and delivering care and support

### Targets

#### 1 year: By December 2019

- Implement revised ISD data set for Scottish Government Local Delivery Plan (LDP) target on diagnosis and post-diagnostic support - *“To deliver expected rates of dementia diagnosis and all people newly diagnosed with dementia will have a minimum of a year’s worth of post – diagnostic support coordinated by a Link Worker, including the building of a person-centred support plan.”*
- Through 2019 scoped and developed project plan for quality improvement work to streamline post-diagnostic support (PDS) referral pathways, including referral transitions and addressing any service provision gaps.
- Through 2019 support post-diagnostic support training as a test of change development.
- Implement revised service specification for the current Alzheimer Scotland PDS Service contract.
- Develop and progress implementation plan for PDS developments, in partnership, which includes implementing published Quality Improvement Framework for PDS, PDS training model for staff, national Homebased Memory Rehabilitation pilot site. This will take account of links to Carers’ Act, technology enabled care and wider dementia pathways work.
- To support GP Practices in North East Edinburgh National Innovation Test Site to test relocation of post-diagnostic support to primary care and scope opportunities for further development, ensuring it links with wider post-diagnostic support provision and developments. This includes the testing of both PDS group work and post-diagnostic support in care homes.
- Improve the pathway for referral to diagnosis by working with locality MATs to find ways to streamline assessment and triage processes.

#### 3 years: By December 2021

- Review current post-diagnostic support contract in place (1 April 2018 to 31 March 2021) by December 2020.
- From 2019 to 2021, support GP Practices in North East Edinburgh National Innovation Test Site to test relocation of post-diagnostic support to primary care.
- To share learning and continue to develop PDS delivery model as required in line with local and national influences.
- A clear pathway for referral to diagnosis of patients with symptoms of dementia.

#### **5 years: By December 2023**

- Continue to support dementia post-diagnostic support service developments, including service delivery, implementation of national Quality Improvement Framework, training, and data, taking account of local and national influences and Scottish Government Local Delivery Plan (LDP) target reporting requirements.

#### **How will we do it?**

- Multi-agency Edinburgh Dementia Post Diagnostic Support Reference Group in place. Terms of reference recently reviewed to take forward priority areas.
- Links to National Dementia Post Diagnostic Support Leads Group will help influence and shape Edinburgh developments taking account of developments, innovation and challenges experienced across Scotland.
- Dementia and Memory Support Steering Group in place for National PDS Innovation Test Site in Primary Care to take forward work.
- Continue to develop engagement opportunities with people living with a dementia diagnosis and their carers to ensure their views inform developments.
- Work with locality MATs to improve the pathway for referral to diagnosis by reviewing current pathways and streamlining the process for triage and assessment.

#### **How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

##### **(Measures: process, outcome and balancing)**

- Increased numbers of people receiving timely post-diagnostic support through quantitative data from national reporting to ISD on Local Delivery Plan (LDP) target.
- PDS Contract – monthly and quarterly reporting.
- Report on the National Innovation Test Site in North East Edinburgh GP Cluster External evaluation, (through funding by Scottish Government contract for all national test sites evaluation) in which will further inform developments. Evaluation to begin in 2019.
- Engagement feedback from people living with dementia and their families on experiences of support, gaps and suggested areas for improvement.
- Test for change paper will be completed for improving the referral to diagnosis and onward signposting pathways.

#### **What evidence do we have to support this?**

- Review of contracted Alzheimer Scotland Dementia Post-Diagnostic Support Service completed April 2017. This included evidence gathered through 2 focus groups with people living with dementia and their carers, and a review of semi-structured questionnaires routinely sent to service users and their carers at 12 months post-diagnostic support.
- Monthly LDP Target reporting and ISD published performance report.
- Commitments 1 and 2 within Scotland's National Dementia Strategy 2017-2020 which specifically relate to further post-diagnostic support developments and testing relocation of PDS to Primary Care.
- A clear and timely pathway for referring patients for diagnostic tests and onward signposting for post diagnostic support.
- Remain engaged with the development of the Alzheimer Scotland 'Delivering Fair Dementia care for People with Advanced Dementia'.

**Recommendation: 7**

The Partnership should streamline and improve the falls pathway to ensure that older people's needs are better met

**Executive Lead:**

Tom Cowan - Head of Operations

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

We will broaden our approach to managing falls and focus on prevention and early intervention as part of our falls pathways

**Aligned to Quality Indicators:**

- 2.2 – Prevention, early identification and intervention at the right time
- 2.3 – Access to information about support options including self directed support
- 5.3 – Shared approach to protecting individuals who are at risk of harm, assessing risk and managing and mitigating risks
- 6.2 – Partnership development of a range of a range of early intervention and support services

**Targets**

**1 year:** By December 2019 we will:

- have developed a process to proactively identify individuals at risk of falls and fractures at an early stage to ensure they are able access the right support at the right time.
- have successfully implemented "Prevention of Management of Falls in the Community: A framework for action for Scotland 2014/16"
- have tested the Care Inspectorates best practice tool 'Managing Falls and Fractures in Care Homes for Older People'
- review existing falls pathways
- provide targeted support to care homes
- engage with health promotion to develop public awareness campaign
- have completed a programme of training to locality hub and clusters

**3 years: By December 2021**

We will continue the work to improve our falls pathways and continue to test ways to reduce the number of falls in the community and our care homes through early intervention and prevention and it will be embedded in continuous improvement business as usual

**5 years: By December 2023**

We will continue to deliver a programme of improvement around access to falls services and falls prevention with good engagement with SAS, acute services, and 3<sup>rd</sup>, independent and voluntary sector organisations.

**How will we do it?**

Continue to deliver a range of initiatives with a focus on early prevention and intervention through a clearly developed programme of work.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

Reduction in the number of falls resulting in injury and requiring hospital admission

Reduction in admission rates to A&E for people over the age of 65.

Reduction in the number of falls within care homes

Clear referral and care pathways

**What evidence do we have to support this?**

- Locally sourced and national performance data
- Data and information as set out above

## Recommendation: 8

The Partnership should develop joint approaches to ensure robust quality assurance processes are embedded in practice.

### Executive Lead:

Ian McKay – Clinical Director / Pat Wynne – Chief Nurse

### Last Update:

Jan 2019

### Update Frequency:

3 monthly

### Target Stage:

**1 Year** 3 Years 5 Years

### Aim Statement

We are committed to delivering high quality, safe care and support to all service users in the EHSCP by following the key principles of the Health and Social Care Standards: ‘My support, my life.’

### Aligned to Quality Indicators:

6.3 – Quality Assurance, self evaluation and improvement

9.4 – Leadership of change and improvement

### Targets

#### 1 year: By December 2019 we will have completed the workstreams to:

- Review the current quality assurance and improvement resource for the partnership including the understanding of partner’s roles and contributions to EHSCP quality agenda to ensure there is a joint approach across all services.
- Agree the partnerships approach to quality assurance and improvement and review governance arrangements to ensure there is a clear reporting line for the escalation of care and service delivery concerns.
- Build capacity and capability around quality improvement across the partnership through the development of a Quality Assurance Hub
- Develop a clear joint reporting framework to gather information across services to provide assurance that the care we deliver meets an expected standard and as a tool to benchmark against good practice.
- Developed a framework for managing risk with a clear escalation route from service level to corporate level
- Adopt a single IT platform for managing risk

#### 3 years: By December 2021 we will:

- have a fully developed and implemented Quality Framework for the partnership
- have an agreed set of quality standards linked to national standards that we will use to measure the quality of the services we deliver
- have a fully developed programme to introduce a single IT platform for reporting adverse events across all services and a joint policy for the review and investigation of adverse events and significant occurrences
- be able to demonstrate that quality is recognised as a cross cutting enable across the 3 conversations model for transformation and change

#### 5 years: By December 2023 we will:

- be able to evidence that we deliver all our services to the highest possible standard by measuring against local and national standards.
- have a fully embedded culture of quality improvement across all our staff groups and our staff will be equipped with the knowledge and skills to allow them to influence

improvement.

### How will we do it?

#### 1 year

- Review the current quality assurance and improvement resource in the partnership with a view to managing the resource centrally as part of the EHSCP Quality Hub. This will increase the skill mix across the partnership and allow the resource to be managed more effectively to support the delivery of the agreed quality and assurance workstreams.
- Consider the requirements of the QA support available through safer and stronger communities to ensure the level of quality assurance support available to the partnership is sufficient enough to deliver the level of assurance required to ensure the services we deliver are of the highest standard
- Identify the key drivers required to support the development of a EHSCP Quality Hub
- Consider quality and assurance as part of the wider EHSCP governance review
- Review the current 'quality dashboard' model to establish if it provides the level of scrutiny required
- Develop a EHSCP corporate level risk register with a clear process for managing risk across the partnership
- Support locality and hosted service teams to develop local risk registers and provide training to aid appropriate identification of risk and appropriate escalation
- Implement DATIX as single system for risk management

#### 3 years

- Involve key stakeholders in the development of a quality framework with measurable standards linked to the Health and Social Care Standards: My support, my life
- Prepare a business case highlighting the benefits and cost implications to move to a single IT platform for incident management

#### 5 years

The quality hub will be the main driver in the delivery of a fully embedded culture of improvement and assurance in EHSCP. The Quality Hub will continually review and measure against agreed standards and support staff across all professions to continually improve the standard of care we deliver across our services.

### How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?

(Measures: process, outcome and balancing)

#### Year 1

Centralised quality resource

Coaching network

EHSCP Quality Website

Clear arrangement with Safer and Stronger Communities Directorate for QA support

Quality and assurance part of the EHSCP governance framework for EHSCP

Reporting framework used across all services with a clear reporting line

Fully developed local and corporate risk registers

Single IT platform for risk management and service user feedback

#### Year 3

Agreed EHSCP Quality Framework

Measurable standards

Plan to introduce a single reporting system for incident management

Quality input into the 3 programme boards for transformation and change

**Year 5**

Fully developed and functioning quality hub with a range of skill mix across all professions.

Measurable standards consistently applied to measure the quality of services we provide

A comprehensive programme of improvement initiatives

**What evidence do we have to support this?**

- Implementation of the quality hub
- Locally and nationally sourced data and information in support of the above

**Recommendation: 9**

The Partnership should work with the local community and other stakeholders to develop and implement a cross market facilitation strategy. This should include risk assessment and contingency plans

**Executive Lead:**

Tony Duncan – Head of Strategy

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

Building on the work conducted with local community and stakeholders to date; work in partnership to develop a cohesive approach to market facilitation which includes risk assessment and contingency plans for key market segments.

**Aligned to Quality Indicators:**

6.1 – Operational and strategic planning arrangements

6.5 – Commissioning arrangements

**Targets**

**1 year: By December 2019**

- Have established principles for market facilitation through the Strategic Plan.
- Develop and agree a plan to address each market segment based on a combination of priority, risk and opportunity.
- Have clear processes for engaging with key providers and other stakeholders to plan for the future.

**3 years: By December 2021**

- Co-produce with relevant stakeholders, the Edinburgh market shaping strategy, which includes risk assessment and contingency plans.
- Continue to improve engagement and relationships with all stakeholders

- New approach to the grants programme agreed with the 3<sup>rd</sup> sector through the Community Engagement Strategy.

**5 years: By December 2023**

- Evidence that the impact of the well established relationships with stakeholders has improved the outcomes for the users of our services.

**How will we do it?**

- Identify and agree key market segments.
- Identify the best approach to engaging with each segment (building on networks that already exist).
- Work together to agree principles for working together.
- Work together to identify upcoming challenges in key market segments and work together to address these.
- Establish a regular forum for engagement with the 3<sup>rd</sup> sector.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- There will be clearly identified mechanisms for engaging with market segments.
- Market facilitation principles will be produced and agreed.
- Marked improvement in engagement across all provider groupings.

**What evidence do we have to support this?**

- Production of market facilitation materials
- Evidence of regular engagement with the sectors – information on sector relationship experience of working with the partnership
- Stability and robustness of the sector demonstrated through contract and procurement monitoring



**Recommendation: 10**

The Partnership should produce a revised and updated joint strategic commissioning plan with detail on:

- how priorities are to be resourced
- how joint organisational development planning to support this is to be taken forward
- how consultation, engagement and involvement are to be maintained
- fully costed action plans including plans for investment and disinvestment based on identified future needs
- expected measurable outcomes

**Executive Lead:**

Tony Duncan – Head of Strategy

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

1 Year 3 Years 5 Years

**Aim Statement**

The EIJB draft Strategic Plan for 2019-2022 will contain a full range of steps to be taken to improve older people's care in accordance with the care Inspectorate report and recommendations. Most of this effort will be focussed within the transformation programme.

**Targets****1 year: By December 2019**

- Review the strategy for older people as part of the development and production of the new EIJB Strategic Plan taking full account of the Inspection report and work conducted within the Older Peoples Reference Group.
- Develop action plans which flow from the transformation programme that include anticipated cost implications, active monitoring cost implications and develop costed business cases at key decision making points.
- Develop engagement and communications plan.

**3 years: By December 2021**

- Review Older People care within the EIJB Strategic Plan against action plans and the Inspection report.

- Review progress on action plans and business cases.
- Monitor progress including benefits from the roll out of the Three Conversations approach.

**5 years: By December 2023**

- Continuous review and improvement based on lessons learned from the transformation programme outputs. This is particularly in relation to Hospital@Home, the bed base review and the care at home review.

**How will we do it?**

- Engage and consult on the draft EIJB Strategic Plan between February and July 2019.
- Gain Board approval on the EIJB draft Strategic Plan at the EIJB on 29 March 2019 prior to commencement of a 3-month consultation phase.
- Publish the Strategic Plan in August 2019.
- Develop action plans which take forward the direction of travel set out in the Strategic Plan. These will include anticipated cost implications, active monitoring of costs and will escalate costed business cases at key decision making points.
- Develop an engagement strategy alongside the strategic plan.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- EIJB Strategic Plan 2019-2022 will be published and ongoing monitoring of the actions and implementation plans.
- Analysis of the performance management framework.
- Analysis of EIJB Directions directly linked to older people.
- Engagement plan actions have been achieved.
- Action plans have been achieved.

**What evidence do we have to support this?**

- Feedback from the Older People Reference Group.
- Feedback on the draft Strategic Plan consultation.

**Recommendation: 11**

**The Partnership should develop and implement detailed financial recovery plans to ensure that a sustainable financial position is achieved for the Integrated Joint Board**

**Executive Lead:**

Moira Pringle - Chief Finance Officer

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

1 Year  3 Years  5 Years

**Aim Statement**

We will produce a comprehensive 3 year financial plan setting out the quantum of the financial challenge facing the IJB and reflecting the aims and ambitions set out in the strategic plan.

**Aligned to Quality Indicators:**

8.1 – Management of resources

**Targets****1 year: By December 2019 we will have:**

- An IJB financial plan for 2019/20 developed reflecting the budgets delegated by NHS Lothian and CEC and agreed by IJB
- An approved savings and recovery programme for 2019/20 which is reviewed regularly and progress updates given to the IJB
- A 3 year financial framework developed in line with the strategic plan
- Started work with the IJB to consider its risk appetite, in particular how it views the balance of financial and service risks

**3 years: By December 2021:**

- We will have processes in place to refresh and update the financial plan on a routine basis
- We will have developed a financial strategy aligned to the strategic plan
- The IJB will have agreed its risk appetite

**5 years: By December 2023 we will have:**

- A financial framework which allows us to plan and deliver high quality services improving overall outcomes for the citizens of Edinburgh

- A level of financial intelligence to model, predict, plan and evaluate the impact of service change including the transfer of resource from acute services to community services.

**How will we do it?**

- Through a series of workshops with the IJB, develop and deliver a savings programme for 2019/20
- Agree the budgets delegated by our partners In line with our budget protocol
- Produce a financial plan for agreement by the IJB
- Work closely with the heads of finance in NHS Lothian and CEC to ensure the appropriate level of financial support is available to support the development of our strategies.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- Agree a financial plan based on delegated budget
- Have a credible savings plan which is on target for delivery

**What evidence do we have to support this?**

Evidence (through papers, minutes etc) of IJB agreement of financial plan with associated savings programme  
Projected delivery of a balanced financial position for 2019/20 evidenced by through the annual accounts for the year

## Recommendation: 12

### The Partnership should ensure that:

1. there are clear pathways to accessing services
2. eligibility criteria are developed and applied consistently
3. pathways and criteria are clearly communicated to all stakeholders, and
4. waiting lists are managed effectively to enable the timely allocation of services (refer to recommendation 13)

### Executive Lead:

Tom Cowan – Head of Operations

### Last Update:

Jan 2019

### Update Frequency:

3 monthly

### Target Stage:

**1 Year** 3 Years 5 Years

### Aim Statement

We aim to provide clarity and consistency to our pathways for accessing services. We aim understand how we engage with people. We aim to introduce Three Conversations

### Aligned to Quality Indicators:

5 – Delivery of key processes

### Targets

#### 1 year: By December 2019

Under the umbrella of Three Conversations we will:

- Develop a new protocol and processes to improve the quality and efficiency of screening and allocation
- Improve the standard for responding to referrals and initial conversations
- Improve the waiting time for assessments
- Review ICT and business processes to support new ways of working
- Identify mechanisms to clear the backlog of assessments and reduce waiting lists
- Develop, agree and implement the Edinburgh Offer

#### 3 years: By December 2021

Access to services will be integrated into the Three Conversations approach

**5 years: By December 2023**

There will be clear pathways for stakeholders to access our services in a timely manner and be signposted to services within agreed timescales.

**How will we do it?**

- Implement Three Conversations with the first principle of a providing and immediate response to someone contacting us
- Simplify review processes
- Introduce a performance framework to continually measure improvement
- Work closely with data and compliance team to review and cleanse the list of overdue reviews

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?****(Measures: process, outcome and balancing)**

- Our pathways will be clear and easy to navigate
- Reduction in front end waiting lists
- Eliminate waiting lists for assessments

**What evidence do we have to support this?**

- A suite of local and nationally produced data will be developed to support this and will include information on waiting for care, waiting for assessment as well as user and carer experience

### Recommendation: 13

The partnership should ensure that:

- people who use services have a comprehensive, up-to-date assessment and review of their needs which reflects their views and the views of the professionals involved
- people who use services have a comprehensive care plan, which includes anticipatory planning where relevant
- relevant records should contain a chronology
- allocation of work following referral, assessment, care planning and review are all completed within agreed timescales

#### Executive Lead:

Tom Gowan – Head of Operations

#### Last Update:

Jan 2019

#### Update Frequency:

3 monthly

#### Target Stage:

**1 Year** 3 Years 5 Years

#### Aim Statement

In line with our implementation of Three Conversations, we will provide a clear and comprehensive process and engagement strategy for the assessments and review of people's needs that is proportionate to need and complexity.

#### Aligned to Quality Indicators:

- 1 – Key performance outcomes
- 5 – Delivery of key processes

#### Targets

**1 year: By December 2019 we will:**

**Under the umbrella of Three Conversations we will**

- Review and streamline the assessment process and documentation
- Review the process of engagement with stakeholders
- Ensure chronologies are determined by the complexity of individual care plans

**3 years: By December 2021**

Assessments and care planning will be part of the Three Conversations approach

**5 years: By December 2023**

All people that use our services will have access to a level of resource and support proportionate to their needs, with a good standard of assessment, care planning and review.

**How will we do it?**

Review as part of recommendation 12

Use the principles of building on individual assessments

Develop a new protocol to streamline the process for assessment, review and care planning under the 3 conversations model.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- Our pathways will be clear and easy to navigate
- Reduction in front end waiting lists
- Chronologies proportionate to the level of complexity

**What evidence do we have to support this?**

- A suite of local and nationally produced data will be developed to support this and will include information on length of time waiting for assessment as well as user and carer experience



**Recommendation: 14**

**The Partnership should ensure that risk assessments and management plans are recorded appropriately and are informed by relevant agencies. This will help ensure that older people are protected from harm and their health and wellbeing maintained.**

**Executive Lead:**

Tom Cowan – Head of Operations

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

Our processes for managing risk are effective to ensure the safety of our service users

**Aligned to Quality Indicators:**

5.3 - Shared approach to protecting individuals who are at risk of harm, assessing risk and managing and mitigating risks

**Targets**

**1 year: By December 2019 we will:**

- streamline the process for tracking and monitoring IRDs
- continue the development of a programme of ASP training at level 1,2,3 and 4
- progress with health participation in IRDs
- ensure health participation in all IRDs (conversations and recording) standard by end 2019
- ensure all APCC plans are SMART
- recognise the 'Duty to Inquire' stage as a formal assessment
- move the Complex Risk Assessment to a more person centred asset based Safety Assessment
- ensure all staff who take lead in adult protection investigations are offered appropriate level of support

**3 years: By December 2021**

We will be confident that our systems and processes are robust enough to provide assurance that the users are services are safe and where risk is a concern, people are assessed appropriately.

**5 years: By December 2023**

Good quality and appropriate risk assessments and robust risk management plans, informed by relevant partners will be evidenced in continuous improvement business as usual to ensure older people are protected from harm

**How will we do it?**

The Senior Manager for Regulation and Compliance (Safer and Stronger Communities) will lead on a programme of improvement work to address the identified priorities

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

The improvement work will support the development of a performance measurement framework for this recommendation

**What evidence do we have to support this?**

As at 19/09/2023

**Recommendation: 15**

**The Partnership should ensure that self-directed support is used to promote greater choice and control for older people. Staff and multi-agency training should be undertaken to support increased confidence in staff in all settings so that they can discuss the options of self-directed support with people using care services**

**Executive Lead:**

Tom Cowan – Head of Operations

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

We are committed to enabling citizens of Edinburgh to live their own chosen life independently with the right resources and support. We aim to implement Three Conversations which will promote greater choice for people and will ensure staff in all settings are confident about discussing self-directed support.

**Aligned to Quality Indicators:**

2 – Getting help at the right time

7.3 – Training, development and support

**Targets**

**1 year: By December 2019**

- Introduction of clear guidance for staff, articulating the intent and core principles of self-directed support, as well as revised step by step processes.
- Re-introduction of Resource Allocation System (RAS) to enable assessors to discuss the indicative budget with citizens to support the co-production of support plans to meet identified outcomes.
- Staff and multi-agency training workshops developed, including the introduction of Three Conversations approach through several innovation sites and the roll out of Good Conversations skills based training to all staff who will be involved in assessing.
- Improvement targets set to increase use of Options 1 and 2, and performance measures established.
- Continued roll out of access to SDS for carers.

**3 years: By December 2021**

- A catalogue of “stories of difference” to support workers to be more creative in their approach to support planning
- Demonstrated qualitative improvements in practice which will be supported by the roll out of the 3 conversation model, to be introduced in 2019
- Demonstrate senior management support through creative solutions decision making

**5 years: By December 2023**

- Have a fully embedded culture which meets our Aim Statement.

**How will we do it?**

- Working with Partners for Change to introduce the 3 Conversation Approach.
- Introducing workers handbook providing clear guidance for SDS practice, which will increase worker confidence.
- Roll out training workshops to support SDS quality practice.

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

- Increased proportion of people in receipt of support services using Options 1 and 2.
- Implementation of RAS and working with individuals to use their budgets creatively.
- Variety of “stories of difference”..
- Staff satisfaction surveys.

**What evidence do we have to support this?**

- Tools introduced with 3 Conversation Model will measure and evidence success, as demonstrated in other authorities with whom they have worked.

**Recommendation: 16**

The Partnership should develop and implement a joint comprehensive workforce development strategy, involving the third and independent sectors. This will help to support sustainable recruitment and retention of staff, build sufficient capacity and ensure a suitable skills mix that delivers high quality services for older people and their carers.

**Executive Lead:**

Pat Wynne – Chief Nurse

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

Develop a flexible and sustainable workforce across EHSCP by improving staff development opportunities and by investing in staff health and well being

**Aligned to Quality Indicators:**

6.4 – Involving individuals who use services, carers and other stakeholders

7 – Management and support of staff

9.3 - Leadership of people across the partnership

**Targets****1 year: By December 2019**

- Develop a baseline workforce development plan using a six step methodology
- Develop an integrated framework for education and training
- Engage with national apprenticeship scheme for caring roles
- Improve engagement with all stakeholder (staff, partnership and 3<sup>rd</sup>, independent and voluntary sector organisations) in the development of workforce model
- Work in partnership with the newly established Quality Assurance Hub (recommendation 8)

**3 years: By December 2021**

- We will continue to use the workforce development plan to further strengthen our workforce
- We will have a well established partnership employee health and wellbeing strategy

**5 years: By December 2023**

- We will have a fully developed workforce to deliver a high standard of care across all services in EHSCP

**How will we do it?**

Workforce plan to be overseen by EHSCP workforce development group  
 Recruit 17 modern apprentices to work in caring roles across EHSCP  
 Promote the health and wellbeing of staff to help stabilise the current workforce  
 Succession planning  
 Transform role – identify skill mix across all professions  
 Review processes for recruitment  
 Proactively manage sickness absence across all services  
 Move to a single framework (imatters) to measure staff satisfaction

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?**

**(Measures: process, outcome and balancing)**

Reduction in absence rates  
 Measure against a standard that all posts will be filled within 10 weeks  
 Reduction in vacancy rate to <5% across all sectors  
 Staff surveys will indicate staff are more confident and competent  
 Our workforce remains with us and more people want to work in the Partnership

**What evidence do we have to support this?**

Measures as set out in the row above.

**Recommendation: 17**

**The Partnership should work with community groups to support a sustainable volunteer recruitment, retention and training model**

**Executive Lead:**

Tom Cowan – Head of Operations

**Last Update:**

Jan 2019

**Update Frequency:**

3 monthly

**Target Stage:**

**1 Year** 3 Years 5 Years

**Aim Statement**

Support organisations to develop volunteering networks and thereby building community capacity that supports early intervention and links with Recommendation 2. Our aim is to support community capacity and sustainable communities that support people through the implementation of Three Conversations

**Aligned to Quality Indicators:**

**8 – Partnership working**

**Targets**

**1 year: By December 2019**

- Review existing city wide volunteering structures and networks
- Build a robust relationship with our 3<sup>rd</sup> Sector partners that supports community capacity building
- Agree the approach to produce a revised community group set up to align with Edinburgh volunteering strategy and maximise volunteer participation and retention

**3 years: By December 2021**

- Implement the EHSCP elements to the Edinburgh Volunteer Strategy

**5 years: By December 2023**

- Well established volunteer network across all services in EHSCP that supports our strategic aims

**How will we do it?**

- Engage through the delivery group set up by volunteer Edinburgh
- Start work on reviewing the existing structures

**How will we know that change has led to an improvement / how will we know we have achieved what we set out to do?****(Measures: process, outcome and balancing)**

- Increase in the number of volunteers, their satisfaction and retention.

**What evidence do we have to support this?**

With our partners we will develop tools to measure this meaningfully.



# Policy and Sustainability Committee

10am, Tuesday, 6 August 2019

## Summary of 2050 Edinburgh City Vision feedback

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 It is recommended that the Committee note the contents of this report.

**Andrew Kerr**

Chief Executive

Contact: David Porteous, Strategy Manager (Insight)

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## Summary of 2050 Edinburgh City Vision feedback

### 2. Executive Summary

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- 2.1 A report on the submissions received as part of the 2050 Edinburgh City Vision process was requested to come to the Corporate Policy and Strategy Committee by Council on 2 May 2019. Council approved the following adjusted motion by Councillor McVey:

*“To note the level of response to the public engagement campaign to create the 2050 Edinburgh City Vision and the programmed activity to analyse contributions and frame the Vision.*

*Notes the four broad approaches identified in the first round of public engagement, including ‘Edinburgh becoming carbon neutral, eradicating poverty, re-imagining public space, and making Edinburgh more caring’ and agrees these should be fully reflected in the final City Vision.*

*To agree that the findings from analysis of the second round of public engagement are reported to the Corporate Policy and Strategy Committee at the earliest opportunity before the draft City Vision is finalised for recommendation for approval.”*

- 2.2 This report therefore summarises all 21,729 submissions received during the “My Edinburgh Will Be...” public engagement campaign that took place in 2018 and 2019.

### 3. Background

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- 3.1 In 2016, the city of Edinburgh began a conversation about creating a shared vision for Edinburgh in 2050. A city vision has the potential to bring together powerful and influential organisations to achieve what none could do individually, and it calls on citizens to shape their future and commit to something of long-term significance.
- 3.2 A steering group was created to ensure a broad representation of public, private and third sector interests were involved in leading that conversation. Following extensive engagement with stakeholder organisations in 2016 and 2017, the steering group determined that extensive public engagement was necessary to

increase awareness, to enable more people to have their say on the vision, and to build public buy-in and support for the eventual vision that was created.

- 3.3 In 2018 a major public engagement and awareness raising campaign (My Edinburgh Will Be...) was launched. City partners contributed cash and in-kind support of a value of £500k to support this activity. This included a match-funded financial contribution of £0.1m from the City of Edinburgh Council. This campaign encouraged people to submit their own vision for 2050 and react to ideas from previous stages of discussion.

## 4. Main report

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- 4.1 21,729 submissions were received to the 2018/19 public engagement. Based on Marketing Edinburgh's analysis of these submissions, it was previously reported to Council that these contained 54,480 distinct visions. This level of response is higher than any achieved by any previous engagement activity conducted by the City of Edinburgh Council.
- 4.2 A limited number of demographics were captured for participants to minimise the risk of non-participation. Those demographics break down as follows:
- 4.2.1 89.6% of participants were noted as Edinburgh residents, while 10.4% were resident elsewhere or did not state where they lived.
- 4.2.2 There were 1.12 female participants for every male participant, which is close to the actual population of Edinburgh (1.04 females to males). 48.4% of participants were female, 43.3% were male, 0.9% identified as having a non-binary identity, and the remainder declined to answer.
- 4.2.3 Due to extensive engagement with young people, participants were on average younger than the population as a whole. 70% of participants (15,169) were under the age of 18 with 48.7% (10,585) being under the age of 12.
- 4.2.4 The 6,560 participants aged 18 and over show a typical age distribution for public engagement activity, with the smallest response being from those aged 75 and over (101 participants). This is shown in Appendix 1.
- 4.3 There are some considerations which arise from this participation. In summary:
- 4.3.1 Most participants were residents, rather than visitors or those who work in Edinburgh but live elsewhere. Feedback may potentially understate the importance of the city as a place to work, invest, or study, or its function as Scotland's capital. Stakeholder feedback from earlier engagement exercises should therefore be considered alongside citizen feedback.
- 4.3.2 A breakdown of key word use by age group is shown in Appendix 2. There was substantial consensus across age groups on most issues, however younger people appear to be more strongly influenced by socially responsible messages from parents and teachers. Young people were five times more

likely than any other age group to list safety as part of their vision, and were more likely to mention littering and smoking than other age groups.

4.4 The key themes which emerged from individuals submitted their visions for the city were:

- **Appearance of the city** – participants mentioned clean more than any other word, and also wanted the city to be green and litter-free.
- **Liveability** – all aspects of living in a place featured prominently in feedback, especially safety, happiness, being welcoming, affordable, having good employment, education and public transport.
- **Sustainability** – younger participants were especially concerned about single-use plastics, but the environment, pollution, wildlife, parks, and electric vehicles were all things participants wanted to see addressed in the city vision.
- **Housing** – homelessness was a major issue for participants, along with affordable housing in general. The cost of staying in Edinburgh was something even younger children seemed to be aware of and concerned about.
- **Fairness** – different aspects of fairness were mentioned in feedback, including fair, diverse, affordable, welcoming and accessible.

4.5 After submitting their own vision for the city, participants using the campaign website were invited to react to a series of ideas which had emerged from earlier stakeholder engagement. 2,688 participants gave their views on these ideas, and the level of support for each one is shown by age group in Appendix 3.

4.6 In summary, while all ideas were supported by a majority of participants:

4.6.1 Participants were **extremely** supportive of employment opportunities for all; a green city with more plants and trees in all areas; world class education; eliminating poverty as we know it today; and eliminating the stigma attached to mental or physical ill-health.

4.6.2 Participants were **very** supportive of employer and government support for life-long learning; making additional preparations for more extreme climate; switching to low or no emission vehicles; a high-skill economy focusing on creativity and technology; and a growth of grass-roots cultural activity with increased participation.

4.7 The steering group received two briefings on this data and previous stakeholder engagement (a summary of the previous stakeholder engagement is included as Appendix 4) and, to date, have held a further two workshops to help develop the city vision. The Steering Group's consideration has also been informed by four focus groups that have been held across different age ranges.

## 5. Next Steps

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- 5.1 The 2050 Edinburgh City Vision relates to the city and the process is being overseen by a Steering Group of city stakeholders, chaired by the Lord Provost, whose membership was reported to Council in previous reports (2 May 2019 and 28 June 2018). The Council is, of course, a key partner in the future success of the city.
- 5.2 The Steering Group is developing the 2050 Edinburgh City Vision with a view to launching it in the Autumn (most likely October) 2019. The 2050 Edinburgh City Vision will be reported to the next Council meeting following the launch. That report will indicate the next steps for the City Vision process and will invite the Council to adopt the 2050 Edinburgh City Vision and to pledge to uphold, prioritise and advance the values through its own policies, strategies and actions. City partners will also be invited to support the 2050 Edinburgh City Vision.
- 5.3 Detailed briefings will be provided for elected members to help shape the wording of the 2050 Edinburgh City Vision prior to the launch and, as indicated, a report will be brought to Council following the launch which will invite the City of Edinburgh Council to adopt and to commit to supporting the achievement of the 2050 Edinburgh City Vision.
- 5.4 All responses received as part of the City Vision public engagement will be made public.

## 6. Background reading/external references

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- 6.1 Overall response to the City Vision was previously reported to [Full Council in May 2019](#).
- 6.2 Full Council agreed to match-fund £0.1m of funding for the City Vision development at its [meeting in June 2018](#).

## 7. Appendices

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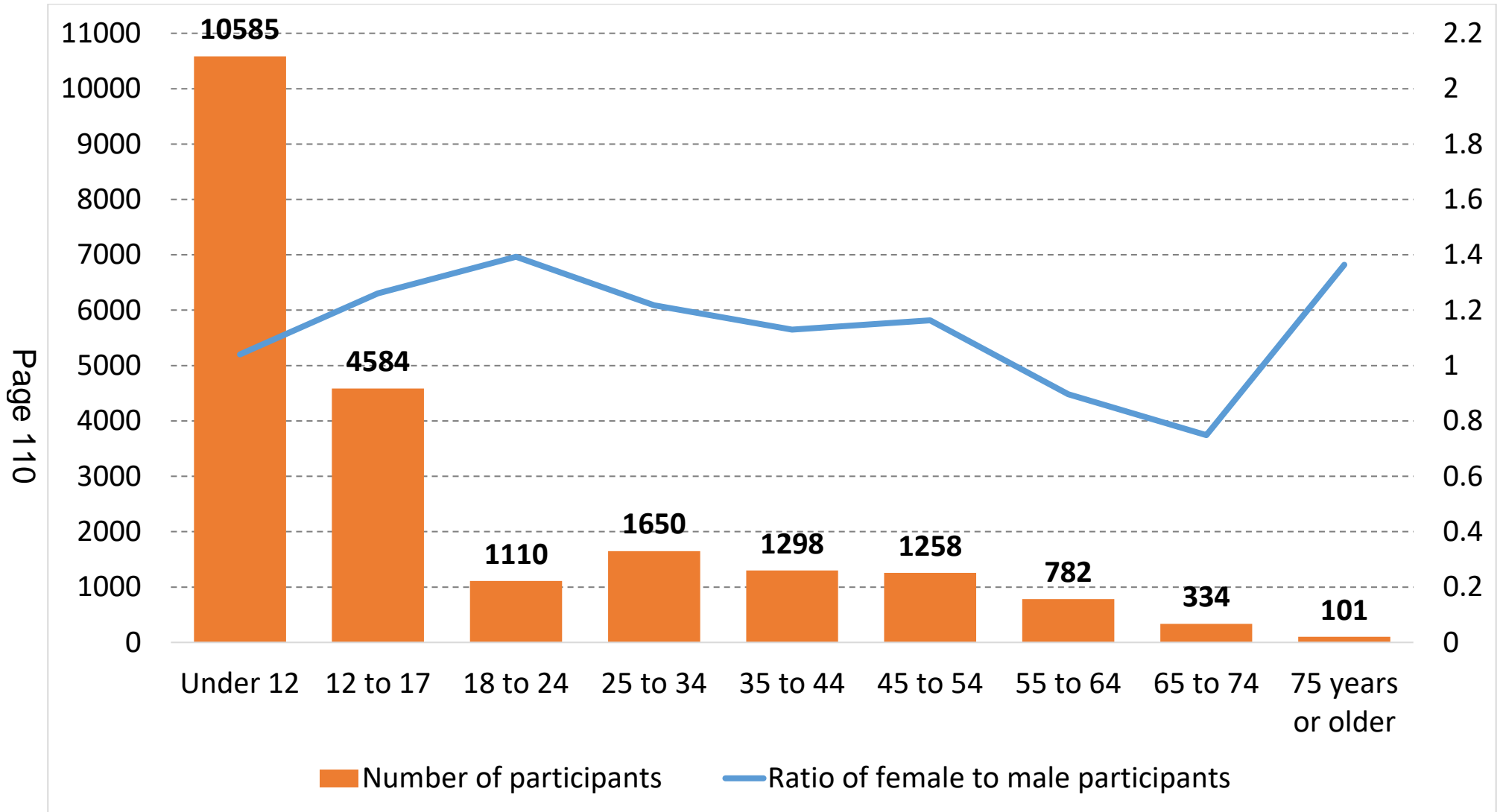
Appendix 1 – Participation by age group (Graph)

Appendix 2 – Key words used in vision submission by age group (Table)

Appendix 3 – Support for ideas from stakeholder engagement by age group (Table)

Appendix 4 – City Vision One Year On (PDF document)

Appendix 1 – Participation by age group (Graph)



## Appendix 2 – Key words used in vision submission by age group (Table)

These are the 120 most commonly used words / phrases in the feedback (all of which had 50 or more mentions). Some alike words and phrases have been grouped together for ease – for example “anti-smoking” includes all mentions of “no smoking”.

Key word	Participant age									Total
	Under 12	12 to 17	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 years or older	
Clean	22%	30%	10%	6%	7%	10%	10%	12%	15%	20%
Safe	20%	20%	4%	4%	4%	4%	2%	3%	4%	15%
Affordable	12%	18%	17%	15%	11%	10%	12%	12%	8%	14%
Green	11%	13%	13%	11%	11%	12%	13%	13%	15%	12%
Environmental	13%	15%	6%	2%	2%	1%	2%	2%	3%	10%
Welcoming	9%	10%	6%	7%	6%	6%	5%	8%	4%	9%
Homeless	12%	8%	4%	2%	2%	2%	2%	1%	4%	8%
Happy	8%	7%	1%	1%	1%	1%	1%	1%	0%	6%
Cycling	7%	5%	4%	4%	4%	3%	1%	1%	3%	5%
Fewer cars	6%	5%	4%	4%	4%	5%	4%	5%	7%	5%
Fair	5%	5%	4%	3%	4%	4%	2%	3%	5%	5%
Pollution	7%	5%	1%	1%	1%	1%	1%	0%	4%	4%
Litter	7%	5%	1%	0%	0%	1%	0%	3%	1%	4%
Plastic	7%	2%	1%	1%	0%	0%	0%	1%	1%	4%
Electric vehicles	7%	4%	0%	0%	0%	0%	0%	0%	0%	4%
Inclusive	3%	5%	5%	5%	7%	5%	6%	8%	1%	4%
Roads	4%	5%	4%	4%	3%	3%	5%	5%	10%	4%
Fly and hover	6%	2%	1%	0%	0%	0%	0%	0%	0%	3%
Affordable housing	3%	5%	4%	4%	1%	1%	1%	1%	0%	3%
Anti-smoking	6%	2%	0%	0%	0%	0%	0%	0%	0%	3%
Calm	4%	3%	1%	0%	1%	1%	1%	1%	0%	3%
Diverse	2%	6%	5%	2%	2%	2%	2%	1%	2%	3%
Parks	4%	2%	1%	1%	1%	1%	0%	1%	1%	3%
Wildlife and animal welfare	5%	1%	0%	0%	0%	0%	0%	0%	0%	3%
Employment	3%	2%	3%	3%	3%	3%	1%	3%	4%	3%
Education	4%	2%	1%	1%	2%	1%	0%	1%	2%	3%
Transport	2%	4%	4%	2%	2%	2%	3%	1%	4%	3%
Public transport	2%	4%	3%	1%	1%	1%	1%	1%	3%	2%
Accessible	2%	3%	3%	2%	2%	2%	1%	2%	4%	2%
Bins and rubbish	3%	2%	1%	1%	0%	1%	1%	1%	0%	2%
Healthy	3%	3%	2%	1%	1%	1%	1%	1%	1%	2%
Health	3%	3%	2%	1%	1%	1%	1%	1%	1%	2%
Sustainable	2%	3%	6%	4%	2%	2%	2%	2%	2%	2%
High-tech	3%	2%	2%	1%	1%	0%	0%	0%	1%	2%
Sports facilities	3%	2%	0%	1%	1%	0%	0%	0%	0%	2%
Music	2%	3%	3%	2%	1%	1%	0%	1%	1%	2%
Connected	0%	1%	2%	5%	7%	5%	8%	9%	7%	2%

Key word	Under 12	12 to 17	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 years or older	Total
Beautiful	2%	3%	1%	1%	1%	1%	1%	1%	4%	2%
Food	3%	1%	1%	1%	1%	1%	0%	1%	0%	2%
Poverty	2%	3%	2%	1%	2%	1%	1%	1%	1%	2%
Architecture	2%	2%	2%	1%	1%	1%	1%	1%	2%	2%
Shops	2%	2%	1%	1%	1%	1%	1%	2%	4%	2%
Potholes	1%	3%	1%	1%	1%	2%	1%	2%	3%	2%
Trees	3%	1%	0%	0%	1%	0%	0%	0%	1%	2%
Kind	2%	1%	1%	1%	1%	1%	2%	1%	0%	2%
Proud	2%	1%	0%	0%	1%	1%	1%	1%	0%	2%
Inspiring	2%	2%	0%	0%	0%	1%	0%	0%	0%	1%
Water and sea	2%	1%	0%	1%	0%	1%	0%	1%	2%	1%
Fun	2%	1%	0%	1%	1%	1%	1%	1%	0%	1%
Vegan	2%	2%	2%	1%	0%	0%	0%	0%	0%	1%
Vibrant	1%	2%	1%	1%	2%	1%	1%	1%	1%	1%
Pedestrianised	1%	1%	3%	2%	2%	2%	2%	2%	1%	1%
Tourism	0%	1%	1%	2%	2%	3%	3%	5%	4%	1%
Modern	1%	2%	1%	1%	1%	1%	0%	0%	1%	1%
Robots	2%	0%	0%	0%	0%	0%	0%	0%	0%	1%
Money	1%	1%	0%	0%	0%	0%	0%	1%	1%	1%
Events and leisure	1%	1%	1%	1%	1%	0%	1%	1%	2%	1%
European	1%	1%	1%	2%	1%	1%	1%	0%	0%	1%
More housing	2%	0%	0%	0%	0%	0%	0%	1%	1%	1%
Heritage	0%	1%	2%	2%	2%	1%	2%	3%	2%	1%
Quality	1%	1%	1%	1%	1%	1%	0%	1%	1%	1%
Green space	1%	1%	1%	1%	1%	0%	1%	1%	0%	1%
Energy	1%	2%	1%	0%	1%	0%	0%	1%	0%	1%
Opportunity	0%	1%	3%	1%	1%	0%	1%	1%	1%	1%
Child-friendly	1%	0%	0%	1%	0%	0%	0%	0%	0%	1%
Plants and flowers	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%
Colourful	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%
Peaceful	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%
Walking	1%	1%	0%	1%	1%	0%	1%	1%	2%	1%
Wi-fi	0%	2%	0%	0%	0%	0%	0%	0%	0%	1%
Parking	0%	1%	0%	1%	0%	1%	1%	1%	1%	1%
Graffiti	1%	0%	0%	0%	0%	0%	0%	0%	1%	1%
Active	0%	1%	0%	1%	1%	1%	0%	0%	1%	1%
Younger people	0%	1%	1%	1%	1%	1%	0%	1%	1%	1%
Alcohol	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%
Police	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%
Drug-free	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Festivals	0%	1%	1%	1%	1%	1%	1%	1%	1%	0%
Bullying	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Culture	0%	1%	1%	1%	1%	0%	1%	1%	2%	0%



Key word	Under 12	12 to 17	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 years or older	Total
Student	0%	0%	3%	1%	1%	1%	1%	1%	0%	0%
Planes	1%	0%	0%	0%	1%	0%	1%	0%	2%	0%
Light	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%
Trains	0%	1%	1%	0%	0%	0%	0%	0%	1%	0%
Local	0%	0%	1%	1%	0%	1%	1%	2%	1%	0%
Tax	0%	1%	0%	1%	0%	0%	1%	1%	0%	0%
Nature	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%
Creative	0%	0%	1%	1%	0%	1%	0%	0%	0%	0%
Family	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%
Phone	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bullying	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Innovative	0%	1%	1%	1%	1%	0%	0%	0%	1%	0%
Underground	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Unchanged	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Cool	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%
Disabilities	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
Different	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
Public toilets	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
Restaurants	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
Prosperous	0%	0%	0%	1%	1%	1%	1%	0%	0%	0%
Zero carbon	0%	0%	2%	1%	1%	0%	1%	1%	1%	0%
Capital	0%	0%	0%	0%	1%	1%	1%	1%	1%	0%
Futuristic	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Hospital	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%
Business	0%	0%	1%	1%	1%	0%	1%	1%	0%	0%
Respectful	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Older people	0%	0%	0%	0%	0%	0%	1%	1%	3%	0%
Love	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%
Violence	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Chewing gum	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Pavements	0%	0%	0%	0%	0%	0%	0%	1%	1%	0%
Dog fouling	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%
Hope	0%	0%	0%	0%	1%	0%	1%	0%	0%	0%
More trams	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Collaborative	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Hibs v hearts	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%
Smart	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Helpful	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Small	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Hub	0%	0%	1%	1%	1%	0%	1%	0%	0%	0%

### Appendix 3 – Support for ideas from stakeholder engagement by age group (Table)

Participants were able to express their views on the following ideas on a scale of -50 (hate) to +50 (love). The table below shows the average of all participants views. No group had a view that was negative overall on any idea. Average views ranged from +9 to +37.

	Under 12	12 to 17	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 years or older	Total
Have employment opportunities for all	33	36	41	39	37	36	36	35	34	37
Be a greener city, with more trees and plants in all areas	35	35	40	40	39	35	33	40	22	37
Provide world-class education from pre-school to post-university	31	34	39	38	37	36	35	38	23	36
Have eliminated poverty as we know it today	30	36	39	37	39	33	35	36	25	36
Have eliminated the stigma of mental or physical ill-health or disability	32	31	38	40	38	33	35	34	23	36
Have employers and government support life-long learning and training	27	29	37	38	34	32	31	34	29	33
Prepared for a more extreme climate ... robust infrastructure ... locally grown food	28	25	36	37	35	30	30	28	34	32
Have the majority of vehicles be electric or low-emission	29	29	33	33	31	24	24	33	24	29
Have a high skill economy that focuses on technology and creativity	32	28	28	28	25	24	22	23	26	26
Grass-roots cultural activity ... small music venues, community theatre ... participation	22	23	30	31	30	23	22	23	13	26
More volunteering ... to build communities and individual skills and confidence	25	27	31	23	20	20	17	19	24	23
Have significantly expanded pedestrian-only areas in the city centre and town centres	21	19	24	24	26	19	16	27	21	22
Have an extensive, segregated cycle network	21	16	22	24	27	19	18	19	25	21
Be a global cultural capital, with the world's best arts festivals	16	22	24	26	21	16	16	17	19	21
Have an extensive tram network	15	6	6	10	12	7	5	17	24	9

## Policy and Sustainability Committee

10am, Tuesday, 6 August 2019

### Edinburgh International Activity Report

Executive/routine  
Wards  
Council Commitments

#### 1. Recommendations

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This report sets out the following recommendations for consideration:

- 1.1 To agree on the five principles to guide and prioritise future international engagement and visits for the City of Edinburgh Council. International activity and visits involving the Council – including as a result of our twinning arrangements - must demonstrate that it:
  - 1.1.1 Supports an identified key theme that benefits the city;
  - 1.1.2 Supports identified challenges and opportunities for the city;
  - 1.1.3 Leads to improving investment, economic growth and improved knowledge and learning exchange;
  - 1.1.4 Is delivered in partnership to ensure high impact and value for money; and
  - 1.1.5 Is aligned to the international priority work of key partners.
- 1.2 To agree to maintain clear governance and accountability lines where Council international activity will be reported to the Policy and Sustainability Committee at the City of Edinburgh Council. A suitable monetary threshold for future elected member and officer international site visits will be reported in a future paper.
- 1.3 To work with partners to establish a new International Edinburgh Group as a collaborative way of working.

**Andrew Kerr**  
**Chief Executive**

Contact: Gareth Dixon, Strategy and Insight Officer

E-mail: [gareth.dixon@edinburgh.gov.uk](mailto:gareth.dixon@edinburgh.gov.uk) | Tel: 0131 529 3044

## Edinburgh International Activity report

### 2. Executive Summary

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- 2.1 The environment within which Edinburgh's economy operates is undergoing significant change. We need a new approach to help the city adapt to new international relationships emerging post-Brexit, to address the challenges arising from being a growing and expanding city capable of adopting the transition to a new digital and low carbon economy
- 2.2 The report summarises the international context in which Edinburgh is operating, the issues and strategic themes for Edinburgh, and the objective to play a strong leadership role within the city while working more collaboratively with key partners on the plan for, and approach to, international activity. This reflects the added value that can be gained by all partners from better collaboration and coordination but also reflects the limited resources of the Council for future international activity delivers on a clear set of agreed priorities.

### 3. Background

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- 3.1 Edinburgh commands huge international attention. It is the capital of Scotland and seat of the Scottish Parliament, with a huge programme of investment and development and a worldwide reputation for its cultural activity.
- 3.2 The city hosts thousands of visitors every year, some on personal visits and others on official or civic business. Edinburgh is the largest UK tourist destination outside London and an international centre for festivals and culture. The city attracts 4 million tourist visits each year with a total expenditure estimated at £1.5bn.
- 3.3 Edinburgh is also home to people who either emigrated to this country or are first or second descendent generations of immigrants. In Edinburgh 16% of the population are non-British nationals, compared to 6.6% in Scotland overall. Edinburgh also has the largest population of EU nationals in Scotland.
- 3.4 Foreign policy is not a function of local government. Neither is it devolved to the Scottish Parliament. The Scottish Government's wider international work, is in the May 2019 publication [Scotland: a trading nation](#) which sets out a plan for growing Scotland's exports. This complements the Government's [Global Scotland: trade and investment strategy 2016-2021](#), which sets out the approach to improving trade and

investment performance. Both existing and ongoing developments on international activity involving the Scottish Government and between the Government and local authority representative bodies such as COSLA and the Scottish Cities Alliance.

3.5 In addition, the City of Edinburgh Council (CEC) plays an active role internationally, receiving and facilitating meetings of visitors, collaborating on projects with an international dimension and attracting inward investment and funding. The Council is not alone in playing this role. There are multiple agencies active within the city that deliver similar international promotion and management activities throughout Edinburgh, including anchor institutions in the city such as our Universities and Colleges, Edinburgh Airport, Forth Ports, Edinburgh Chamber of Commerce, our festival and tourism operators, key public sector agencies and our wider business community. Closer collaborative working across these partnerships is needed to meet the shared objectives all partners have for the city and its future

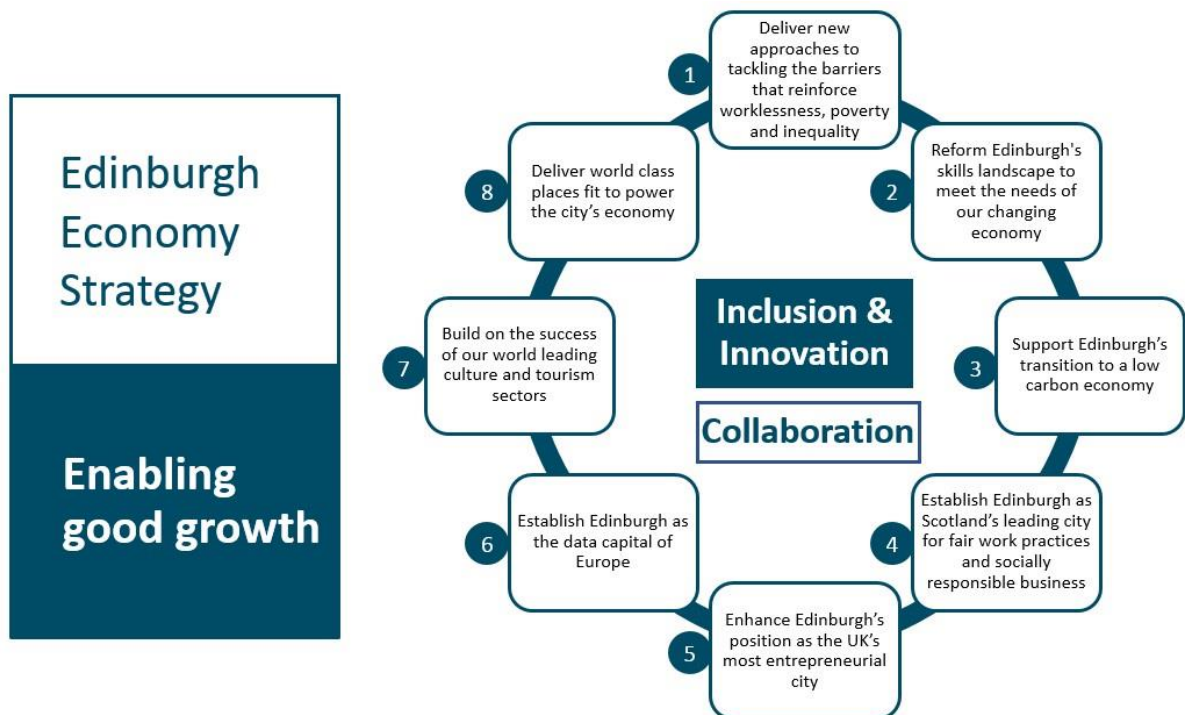
## 4. Main report

4.1 The Edinburgh Economy Strategy was agreed by City of Edinburgh Council's Housing and Economy Committee in June 2018. This strategy set out the vision for Edinburgh to be:

*“the most productive major city in the UK; a welcoming, international city that is home to a successful economy in which all our citizens can benefit from the prosperity the city creates.”*

*Edinburgh Economy Strategy 2018*

4.2 To meet this vision, the strategy sets out eight key steps the city needs to take over the next five years, all underpinned by core strategic themes of **innovation**, **inclusion**, and **collaboration**.



- 4.3 Within this framework, the strategy emphasises the importance of ensuring that Edinburgh remains an open and welcoming economy which continues to attract the investors and skilled workers we need to meet our aspirations for the city and our citizens. Indeed, all the key steps identified in the strategy – from meeting future skills needs, growing our entrepreneurial base, data driven innovation, supporting a low carbon future, investing in places and key sectors – all depend at least in part on the Council and partners successfully working together to harness Edinburgh’s opportunities as an international, outward looking city.
- 4.4 As such, to comply with the Edinburgh Economic strategy identified a need to build and strengthen collaborations with partners to ensure Edinburgh has the capacity to respond effectively to international opportunities at a city, region and national level to:
- 4.4.1 Demonstrate Edinburgh as an outward-looking city both in terms of increasing opportunities for domestic companies to internationalise, and for attracting inward investment
  - 4.4.2 Promote Edinburgh as a global meeting place for the flow of knowledge and new ideas, demonstrating the city is open to educational, civic and cultural links
  - 4.4.3 Promote Edinburgh as a welcoming city, open to business, and open to attracting new talent.
- 4.5 Towards these goals, at present a range of international networks and opportunities are used to raise Edinburgh’s international profile, promote the city and the work of the Council, and find partners for EU funded projects. These include networks such as Eurocities, the World Cultural Forum, and the UNESCO City of Literature Network, as well as the city twinning arrangements outlined in an appendix to this paper. The Lord Provost Office also performs many civic responsibilities in promoting Edinburgh at home and abroad. It is expected that the Lord Provost will continue with the current level of commitments in relation to civic activities.

## 5. Next Steps

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- 5.1 Over the next few years it is important that the approach the Council takes is refreshed to ensure it remains fit for purpose. Within the Council, continued financial pressures mean that a significant savings requirement has been identified for the period to 2022-23. At the same time, across the city the likely impact of the UK’s withdrawal from the EU – in terms of movement of people, goods, services, and investment – further emphasise the importance of ensuring trade and investment, cultural and civic links are maintained across Europe and that stronger links are established elsewhere in the world. In this context – balancing financial pressures against increasing need to maintain strong international links - there is a clear need to ensure that future international activity carried out by and for the City of Edinburgh Council is focused and delivers on a clear set of agreed priorities.

- 5.3 It is also proposed that all future international engagement and visit activity involving the Council should maintain clear governance and accountability lines with a Council Committee. Such a function could be performed by the Policy and Sustainability Committee in the first instance. The involvement of the council committee would be proportionate with an agreed monetary threshold rather than needing to approve all elected member or officer's planned international engagement activity. The relevant committee will consider the appropriate monetary threshold level in a future report.

### ***Strengthening collaboration***

- 5.4 Edinburgh is the main economic centre of a wide city region, is one of the single most important drivers of growth for Scotland, and a major asset for the nation's international reputation. This means that the city has a critical role to play in helping to meet the Scottish Government's ambitions for a fairer and more competitive economy, and for meeting the objectives defined for agencies such as Scottish Development International, Scottish Enterprise and others. It also means the ambitions the Council and other partners have for the city can only be met by close collaboration with those national agencies.
- 5.5 To strengthen these collaborations, it is proposed that an International Edinburgh Group should be established. The group will look to function in a similar way to the Edinburgh Events Strategy meeting in which information on activities are shared across partners who face many of the same issues and opportunities. Through strong information sharing and open collaboration, this group will seek to enhance the city's existing international connections, finding new opportunities to work together to build on Edinburgh's strengths, and enhance the city's international reputation.
- 5.6 Alongside City of Edinburgh Council, the initial group will be comprised of members from the following organisations: Scottish Government and Agencies, Edinburgh universities, Edinburgh Airport, Forth Ports, Edinburgh Chamber of Commerce, Edinburgh Festival bodies, Edinburgh World Heritage, and Fintech Scotland.

### **Principles for international activity**

- 5.7 Having established the international context in which Edinburgh is operating, the issues and strategic themes for Edinburgh and the necessity to work collaboratively and build relationships over international work. The principles will help determine how we decide international activity.
- 5.8 The principles will also help determine the priorities the City of Edinburgh Council will allocate its resources towards. We have proposed a more detailed list of principles, that can be used to assess the extent of new opportunities or approaches for new international engagement work.
- 5.9 Principles for future international activity such as attendance at conferences, visits or other engagements. It is proposed that future international activity involving the Council must clearly:
- 5.9.1 Support at least one of the following strategic themes for the city

- Sustainability/transition to a low carbon economy
  - Tackling inequality
  - Promoting Edinburgh or Scotland on the world stage.
- 5.9.2 Support identified key challenges and opportunities for the city
- 5.9.3 Contribute towards increasing investment, sustainable and inclusive economic growth, and enhancing knowledge and learning exchange
- 5.9.4 Be delivered in partnership, where possible to ensure impact and value for money
- 5.9.5 Be aligned with the ongoing international priority work of key partners. Key partners in this context are defined as:
- Scottish Government
  - Scottish Development International
  - Scottish Enterprise
  - Edinburgh Chamber of Commerce
  - Federation of Small Businesses
  - Edinburgh Airport
  - Edinburgh Universities, Higher Education Institutes
  - Edinburgh World Heritage
  - Edinburgh Festivals Groups

### **Resources and Activity**

- 5.10 The City Council is limited in the resources it can apply to international activity. Based on this and applying the principles detailed above it is therefore suggested that our current international external activity is restricted to the following:
- 5.10.1 Activity related to the Eurocities network.
- 5.10.2 international Activity relating to our relationships in China. Currently these are the Cities of Xi'an and Shenzhen.
- 5.10.3 International Exchange activity related to visits from other cities in the world (the principle agreed should equally apply here)
- 5.10.4 Opportunities to learn and take part in activity related to Key City strategies in DDI, Smart Cities and Sustainability.
- 5.10.5 International Activity organised by City Partners where senior presence and leadership support from the council will enhance the visits by partners and where the city costs are covered.
- 5.10.6 It should be clear that no more new twinning activity should take place.
- 5.10.7 Participation in MIPIM with the Scottish Government.
- 5.11 There are of course other opportunities that will arrive, and these should only be considered in exceptional circumstances taking into consideration the capacity of office support and the applications of the principles mentioned earlier.



## **6. Financial impact**

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- 6.1 There are no immediate additional financial commitments from these proposals. The report seeks to recommend the start of a process that would improve financial control over international site visits and travel for the City of Edinburgh Council. This will be achieved through a move towards greater collaborative working and lines of accountability within the Council.

## **7. Stakeholder/Community Impact**

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- 7.1 The proposals in this paper seeks to maintain and build on current stakeholder relationships around international work generating collaborative working gains.
- 7.2 The establishment of an International Edinburgh Group will be an additional ask on Stakeholder engagement and commitment.
- 7.3 The Council has set an ambitious net zero carbon target and committed to an ambitious sustainability programme of work. Prioritising and streamlining city international activity to ensure duplication is minimised and all activity is aligned to key priorities of the Council should have a positive impact on our carbon reduction target. However, despite reducing the Carbon impact on previous years, any international activity will have a carbon consequence. The Council will monitor the carbon footprint of future international programme travel and take account of this as part of the sustainability programme and will report as appropriate to the Policy and Sustainability Committee.

## **8. Background reading/external references**

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- 8.1 City of Edinburgh Council, [Edinburgh Economy Strategy – Annual Progress Report](#), June 2019
- 8.2 Scottish Government [Scotland: a trading nation](#) May 2019
- 8.3 Scottish Government [Global Scotland: trade and investment strategy 2016-2021](#), March 2016

## **9. Appendices**

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- 9.1 Appendix 1 - Edinburgh's International Links and Networks
- 9.2 Appendix 2 - List of City of Edinburgh Stakeholder International Strategies

## **Appendix 1**

### Edinburgh's International Links and Networks

#### **TWIN CITIES**

<b>City</b>	<b>Country</b>	<b>Established</b>
Munich	Germany	1954
Nice	France	1958
Florence	Italy	1964
Dunedin	New Zealand	1974
Vancouver	Canada	1977
San Diego	USA	1977
Xi'an	China	1985
Kiev	Ukraine	1989
Aalborg	Denmark	1991

#### **Established for limited periods of time**

<b>City</b>	<b>Country</b>	<b>Established</b>
Vilnius	Lithuania	1994 (Expired)
Krakov	Poland	1995
St Petersburg	Russia	1995 (Expired)

**Friendship link:** Kyoto Prefecture (Japan), 1997 (1994 with Regional Council)

**Memorandum of Understanding (MOU):** Shenzhen (China) 2013, extended from 2018.  
International Friendship signed between Edinburgh and Shenzhen in May 2019.

**MPIM** 'Marché International des Professionnels d'Immobilier' (established 1990) and is an annual real estate and investment conference and exhibition hosted in Cannes.

#### **NETWORKS**

The aim of international networks is to promote knowledge sharing of good practices. It also provides a platform to build on our understanding of urban policy and projects and to further promote the city.

- [EUROCITIES](#) (Joined in 1991), Over 140 cities in 39 countries.
- **Festival City Network (informal Initiated in 2014):** Krakow, Barcelona, Adelaide, Montreal and Berlin.
- [UNESCO City of Literature Network](#) (established in 2004): Melbourne, Iowa City, Dublin, Reykjavik, Norwich, Krakow, Dunedin, Edinburgh, Prague, Heidelberg, Granada, Ulyanovsk, Baghdad, Tartu, Lviv, Ljubljana, Barcelona, Nottingham, Óbidos, and Montevideo.
- [World Cities Culture Forum](#) (joined in 2015): Amsterdam, Austin, Bogota, Brussels, Buenos Aires, Cape Town, Chengdu, Dublin, Edinburgh, Helsinki, Hong Kong, Istanbul, Lagos, Lisbon, London, Los Angeles, Melbourne, Milan, Montreal, Moscow, Nanjing, New York,

Oslo, Paris, Rome, San Francisco, Seoul, Shanghai, Shenzhen, Singapore, Stockholm, Sydney, Taipei, Tokyo, Toronto, Vienna, Warsaw, and Zurich.

### **Edinburgh Chamber of Commerce**

The Edinburgh Chamber of Commerce (ECC) work with businesses in Edinburgh to promote bilateral trade and investment to the city from overseas. With over 1,000 members from all sectors around the city, the ECC is placed to assist Scottish businesses to explore international business opportunities and to increase their economic growth. Businesses in Edinburgh can establish global business links and build exporting capacity using ECC's international business network. ECC identified three principal aims for delivering this ambition:

- to deliver high impact Outward Trade Missions for local Scottish businesses;
- to grow the number of Inward Trade Missions to the City of Edinburgh;
- to seek closer collaboration with trade organisations.

**Appendix 2: List of City of Edinburgh Stakeholder International Strategies**

Below is a list of stakeholder international work, the final column on the right-hand side notes the City of Edinburgh Council’s link.

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<p><b>Scottish Government International Framework 2017</b></p> <p><i>NB Work is in development on export strategy and diplomatic / economic alignment</i></p> <p>Representative offices / Hubs:</p> <p><b>Beijing Ottawa Washington Brussels Dublin London Paris Berlin</b></p> <p>With SDI and VisitScotland collectively offices in over <b>30 locations in 19 countries</b></p> <p>Engagement Strategies:</p> <p><b>USA Canada China India Pakistan</b></p>	<p><b>Outcomes/Ambitions</b></p> <p><b>Our People</b></p> <ul style="list-style-type: none"> <li>• Are better able to engage in a global world.</li> <li>• Are engaged in international exchanges and learning opportunities.</li> <li>• Are aware of the international environment and Scotland's place in the world.</li> </ul> <p><b>Our Businesses &amp; Institutions</b></p> <ul style="list-style-type: none"> <li>• Are more globally competitive.</li> <li>• Are able to cooperate with international partners to exchange knowledge and best practice.</li> <li>• Are able to maximise and take advantage of export and trade opportunities.</li> <li>• Are innovative and able to access international funding opportunities.</li> </ul> <p><b>Our Scotland</b></p> <ul style="list-style-type: none"> <li>• Our economy is stronger and more resilient, there are greater employment opportunities and inequality is reduced.</li> <li>• Our economic, educational, cultural and heritage strengths are globally recognised, supporting our positive international reputation.</li> <li>• Our physical and digital connectivity is strengthened and Scotland is viewed as an attractive location to invest in and visit.</li> <li>• Our international partners are supported in achieving our mutual goals. We show leadership and contribute to reducing global inequality and poverty.</li> <li>• Our bilateral, multilateral and institutional relationships are strong, and we are able to promote our interests overseas.</li> </ul> <p><b>Our Strategic Objectives:</b></p>	<p><b>City of Edinburgh Council Links</b></p> <p>CEC is currently engaged with Berlin Hub on twin city Munich and partner city Krakow as part of European engagement</p> <p>CEC is currently engaged with China office on Xi’an, Shanghai and Shenzhen and future Tattoo plans as part of China engagement</p>
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<p>Europe Japan</p>	<ul style="list-style-type: none"> <li>• <b>Relationships &amp; Partnerships</b> Strengthen our external relationships, roles and networks</li> <li>• <b>Reputation &amp; Attractiveness</b> Build our reputation and international attractiveness</li> <li>• <b>Global Outlook</b> Enhance our global outlook to set the domestic conditions for success</li> <li>• <b>European Union</b> Protecting Scotland's place in Europe</li> </ul> <p><b>Relationships &amp; Partnerships</b></p> <p><b>Local knowledge:</b> We will work with our people, diaspora and partners outside Scotland to share local knowledge and build long-term relationships and networks.</p> <p><b>Multilateral engagement:</b> We will seek to have international influence and communicate our shared interests through engagement in multilateral forums such as the European Union and the United Nations.</p> <p><b>Bilateral relationships:</b> We will continue to value and build our bilateral relationships, working with others to pursue our international and domestic objectives and share best practice.</p> <p><b>Collaborative working:</b> We will develop One Scotland Partnerships and Innovation and Investment Hubs to promote and deliver greater coordination and collaborative working, investment, innovation and knowledge exchange.</p> <p><b>Good global citizen:</b> We will continue to make distinctive contributions in addressing global challenges, sharing our knowledge, skills and technical expertise for global good: through our international development work we will contribute to alleviating poverty and achieving the UNGlobal Goals in our partner countries and we will provide ethical leadership and a positive voice in the world on global issues such as solidarity, tolerance, human rights and climate change.</p> <p><b>Reputation &amp; Attractiveness</b></p> <p><b>International promotion:</b> We will use our overseas presence to promote and celebrate our culture, education, values, heritage, landscape and economic strengths and to build the Scottish brand to support greater exports, inward visitors and investment in Scotland.</p>	
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**Cultural relations:**

We will showcase our culture and heritage to strengthen our international relationships and to better share ideas and enhance cooperation.

**Trade and Investment:**

We will deliver the actions in our Trade and Investment Strategy, which sets out our approach to international trade and investment, ensuring Scotland remains an attractive location for investment, and to boosting Scotland's export performance.

**Research excellence:**

We will continue to invest in and promote our universities, helping them to build educational links and research collaborations across the globe.

**Global Outlook****Embed internationalisation:**

We will embed internationalisation across our areas of responsibility to ensure that Scotland continues to be attractive and our people are able to seize new opportunities and participate in a globalised world.

**Knowledge exchange:**

We will gather and share knowledge intelligently to help businesses, institutions and individuals navigate, make connections and understand Scotland's place in the world.

**Targeted support:**

We will provide targeted support and advice to assist our people, businesses and institutions identify and seize international opportunities, helping them capitalise on international opportunities through developing domestic capability.

**Coherent approach:**

We will work collaboratively to maximise our international efforts and understand the impact of our work on others.

**European Union****Protecting our place in Europe:**

Although the UK as a whole voted to leave the EU, Scotland voted overwhelmingly to remain.

EU membership brings many benefits; economic, social and cultural, and the Scottish Government is committed to exploring all available options to protect our place, and interests, in Europe.

**Committed partner:**

We remain committed partners in Europe and we wish to continue to contribute meaningfully to collective goals.

We believe that through solidarity, support and collaboration we can achieve far more than individual states acting alone ever could.

	<p><b>Protecting and Strengthening Partnerships:</b> We are determined to protect and further strengthen our relationships with European partners to develop and deliver mutually beneficial outcomes, policies and programmes in pursuit of our objectives.</p>	
<p><b>Heriot Watt University</b></p> <p>Transnational education policy via campuses in <b>Dubai and Malaysia</b></p> <p><b>85 academic partners in 35 countries</b> <b>29,000 students from 160 countries</b> <b>Global alumni networks</b></p>	<p>Global Connections attached.</p>	
<p><b>University of Edinburgh</b></p> <p>Edinburgh Global has offices in <b>Santiago, Singapore, Mumbai, New York City and Beijing</b></p> <p><b>Global alumni networks</b></p>	<p>Three international aims: Global <b>Community</b> Global <b>Exchange</b> Global <b>Partnerships</b></p> <p><b>Three College International Deans</b> assist in leading delivery of the global plan within their Colleges and work with the Vice Principal International.</p> <p><b>Regional Deans</b> The Vice Principal International is supported by a team of Regional Deans who work in specific global regions to advance the aims of the global plan.</p>	
<p><b>Edinburgh World Heritage</b></p> <p><b>South East Anatolia</b> £1.3m funded project – crafts and heritage</p>	<p><b>International</b> EWH's Capacity Building strategy forms the basis for our international engagement in seeking benefit for EWH, the city and sector from our international engagement. In 2015 the United Nations adopted the Sustainable Development Goals, which provide the foundation for capacity building and urban resilience. The World Heritage Committee approved the World Heritage Capacity-Building Strategy (WHCBS) in 2011. For Edinburgh World Heritage, the key consideration is that the WHC considers the move to creating and strengthening capacities of institutions and networks that link the heritage sector to wider communities as</p>	<p>CEC – Florence twin city</p>

<p><b>Link to historic cities worldwide</b></p> <p>Atlas-WH Atlantic project – <b>Porto, Bordeaux, Florence, Santiago</b></p> <p>URBELAC. Joint EC / IBD - <b>14 Latin American and European cities</b></p> <p><b>El Ain (UAE) and Hebei Province (China)</b></p>	<p>important as the training of individual practitioners. It has established mechanisms to support this, including the World Heritage Leadership Programme. EWH’s training programmes are linked to this philosophy and the World Heritage Centre is aware and supportive of our activities.</p> <p><b>Using the international programme to bring in expertise and resources</b></p> <p>a. Use outcomes from the research project on Edinburgh World Heritage tourism policy recommendations (Edinburgh tourism strategy 2020) as a foundation for a project-led collaboration with the University of Wageningen. Outcome: a range of policy solutions based on practices in historic cities, which are at the forefront of managing mass tourism in Europe. (ProPEACE)</p> <p>b. Set up the Atlas.WH international network focused on World Heritage Sites in the Atlantic Area and bring the existing Edinburgh World Heritage international networks together. The latter ensures that there will be a wider international benefit from the project’s outcomes.</p> <p>Our 12 months plans in brief:</p> <ul style="list-style-type: none"> <li>• Cultural Protection Fund: working with Mardin and Antakya. Craftsmen and heritage professionals will be visiting Edinburgh during the year. Our work there includes building and shopfront restoration, based on the Edinburgh experience, and relevant training</li> <li>• ATLAS-WH. Partnership with Porto, Bordeaux, Florence and Santiago focus on the sustainable management of historic cities</li> <li>• URBELAC. Joint EC / IBD run knowledge exchange network with 14 Latin American and European cities, focused around sustainability &amp; the circular economy. Next meeting in Maribor</li> <li>• Business opportunities for EWH around training include El Ain (UAE) and Hebei Province (China)</li> </ul>	
<p><b>Festivals Edinburgh</b></p> <p>The festivals collectively attract nearly <b>40,000 performers and participants from 85 countries. More than 1,000 international producers and 1,000 international media</b> are accredited every year.</p>	<p>Through Festivals Edinburgh, the city’s 11 leading international festivals pursue a joint strategy in selected areas of international engagement that add value to the individual festivals’ own missions and business plans. Joint areas of activity include <b>stimulating additional programme development opportunities, attracting international investment, extending knowledge exchange networks, and building the reputation and profile of Edinburgh’s Festivals</b>, informed by the Festivals’ individual and collective creative visions.</p> <p>Through year-round Cultural Diplomacy work, Festivals Edinburgh seeks to:</p> <ul style="list-style-type: none"> <li>• Develop highly professionalised bilateral and multi-lateral networks for the benefit of our member festivals, and the wider cultural sector in Scotland, to support their continued growth internationally</li> </ul>	<p>Krakow is CEC partner city</p>



<p><b>Media visits:</b>          Message: innovation, authenticity and internationalism. 2018 hosted <b>41 media including from France, Germany, Spain, USA and China.</b> Tattoo priorities <b>Canada, China and Australia</b></p> <p>Momentum Delegate Programme 2018  <b>Argentina, Brazil, Canada, China, Germany, Japan, Singapore, USA</b></p> <p>Momentum Delegate Programme 2019  <b>Canada, the USA (New York focus), Mexico, Colombia, France, Germany, Singapore, China (Shanghai focus) and Japan</b></p> <p>Partnership with the <b>China Shanghai International Arts Festival.</b></p> <p>Festival City Network:  <b>Adelaide, Krakow, Montreal and Singapore.</b></p> <p>International Society of Performing Arts (ISPA) <b>New</b></p>	<ul style="list-style-type: none"> <li>• Enhance our international and collaborative working practices, that of our member festivals and the wider cultural sector including through creating opportunities for exchanges and residencies</li> <li>• Strengthen Edinburgh’s Festivals as a platform to enable country partners to invest in their cultural reputation to international peers, media and policy makers</li> <li>• Build diplomatic agendas around our cultural offerings (tie ins to trade, economic development, historical links such as Commonwealth relationships, or other particular policy agendas)</li> <li>• Increase the opportunities for cultural content to be developed with Edinburgh and Scotland to celebrate and add value to key anniversaries or highlight focused agendas (e.g. country anniversaries, significant historic events, Cultural Olympiads)</li> <li>• Connect civic, national agency and Government leaders, with the opportunity to develop multi- and bi-lateral connections</li> <li>• Share learning around our models of leadership, innovation and collaboration, and access new insights from international peers, to further Edinburgh’s global reputation as a world-leading festival city.</li> </ul> <p>Festivals Edinburgh delivers a year-long programme of Cultural Diplomacy, facilitating connections and information sharing across key stakeholders, including City of Edinburgh Council, Scottish Government, British Council and Glasgow Life through a standing Cultural Diplomacy Group which meets quarterly to exchange plans and intelligence and identify collaborative opportunities.</p> <ul style="list-style-type: none"> <li>• <u>Regular horizon scanning (Scottish Government Horizon Scanner provides an overview of Scotland’s future international cultural activity)</u></li> <li>• <u>Stakeholder development</u></li> <li>• <u>Collective positioning</u></li> <li>• <u>Deepen international relationships</u></li> <li>• Building international networks and contributing to international cultural communities to <u>illuminate the opportunities</u> that can be explored by the international community by investing in development of artists on the platform of Edinburgh’s major Festivals.</li> <li>• Continual <u>advocacy for investment</u> in country focused ‘seasons’ of work in the festivals, to ensure Scotland is creatively connected to the world, and to share with international partners the value of Edinburgh as a platform to showcase artistic talent on a global stage.</li> <li>• Seek overseas investment in the festivals to <u>develop exchange of artistic</u></li> </ul> <p><b>MOMENTUM DELEGATE PROGRAMME</b></p>	
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<p><b>York</b> Congress (end of 1<sup>st</sup> week of January 2020)</p> <p><b>Montreal</b> CINARS Biennale (2<sup>nd</sup> week of November 2020)</p> <p>China <b>Shanghai</b> International Arts Festival (3<sup>rd</sup> week of October).</p> <p>Opportunities in <b>London</b> to follow up with diplomatic contacts and partners in Spring and Autumn 2019.</p> <p>May 2019 <b>Guadalajara</b> ISPA Congress.</p> <p><b>Sibiu</b> Festival Performing Arts Market, Romania, June 2019</p>	<p>The Momentum delegate programme is a cornerstone of Festivals Edinburgh’s international strategy, providing an intensive annual focal point and compelling offer for developing international connections. The delegate programme runs every year from the last week of July through to the month of August in Edinburgh. It provides a dynamic platform for key cultural figures from across the world to engage and build relationships with the world’s leading Festival City, the wider Scottish cultural sector, and the international community that flocks to Edinburgh during the peak Festival season. It is jointly delivered by Festivals Edinburgh (on behalf of Edinburgh’s Festivals), British Council and Creative Scotland.</p> <p>The objective of the programme is to build long-term relationships and share the rich cultural offering of the festivals and wider Scottish sector with international delegates, with the aims of increasing investment and engagement with Edinburgh Festivals and the wider cultural sector, ultimately enhancing festival and sector capacity to operate internationally.</p> <p>In 2018, the programme hosted a total of 151 participants from 22 countries/regions as part of 11 separate delegations – including 81 specifically targeted delegates invited from priority countries and art forms, and 71 participants from delegations visiting Edinburgh on their own initiative. The programme also included two Artform-specific delegations centered on visual arts and literature. Invited delegates were from Argentina, Canada, Brazil, Singapore, Germany, USA, China (Shanghai), Japan, Jamaica, Ireland, France, Rwanda, Nigeria, Pakistan, Kenya and New Zealand, while additional guests came from China (Hong Kong), South Korea, India, Catalonia, Taiwan, Finland, and Chile.</p> <p><b>FESTIVAL CITIES NETWORK</b></p> <p>In 2015, Festivals Edinburgh created the Festival Cities Network, to address an identified knowledge sharing gap in existing international cultural forums. The Network acknowledges that festivals are a growing cultural phenomenon and, for a number of cities across the globe, are fundamental to their cultural development, city identity and economic success. The representatives have come together as an informal small-scale group recognising each other’s cities as sharing these characteristics and supporting a thriving festivals ecosystem with relevant good practice to share. Along with Edinburgh, the network currently includes representatives from <b>Adelaide, Krakow, Montreal and Singapore</b>. The network has now had four annual meetings, and at the latest meeting in Montreal in October 2018 all six cities shared areas of good practice including city infrastructure developments and community engagement. Shared resources for wider use within the member cities are now being developed including a comparative report on impact evaluation approaches.</p>	
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<p><b>Edinburgh International Festival</b></p> <p>Work with Scottish Government International Hubs, <b>Paris, Berlin, Dublin, Ottawa</b></p> <p>Scottish Government priorities – <b>China, Japan</b></p> <p>British Council / UK Government priorities <b>Japan, Australia, Sub-Saharan Africa, Adelaide / Australia</b></p> <p>PLACE programme – <b>Sub-Saharan Africa, Middle East, North Africa, South Asia</b></p>	<p>To support Edinburgh and Scotland on the world stage is one of our specific and public commitments, so we aim to support Scottish government and City of Edinburgh priorities where possible and appropriate. These include:</p> <ul style="list-style-type: none"> <li>• Developed world countries where Scottish government has or is opening International Hubs: <b>France, Germany, Ireland, USA, Canada</b></li> <li>• Major developing economies that are Scottish government priorities: <b>China, Japan</b></li> <li>• Supporting Edinburgh’s city to city relationships and networks. We supported the <b>Eurocities</b> conference last year with speakers, venues and activities, but have struggled to support city to city links or other networks such as the <b>World Creative Cities Network</b> effectively so far.</li> </ul> <p>EXAMPLE: To support a visit by the Scottish First Minister to China in 2017, we agreed to allow a pre-announcement of Yang Liping’s Rite of Spring for the 2019 Festival, which we are co-producing. We are now working to use this production (and our programming of the Shanghai Symphony Orchestra) to provide high level hospitality and cultivation opportunities, and to build support for the Royal Edinburgh Military Tattoo’s planned visit to China in 2020, potentially accompanied by other work from Scottish companies.</p> <p>To support British Council and UK government international priorities through participating in relevant bilateral cultural years</p> <p><b>Japan (2020), Australia (2021), Sub Saharan Africa (2021)</b></p> <p>EXAMPLE: We are in discussions with Adelaide Festival, British Council, Australian High Commission and South Australia Government on the potential for a major co-commission for EIF in 2021 and Adelaide Festival in 2022, which would be the centrepiece of the planned bilateral cultural festival</p> <p>To ensure that that the programme reflects parts of the world that are currently underrepresented in our programme, and where the work engaged with issues that are relevant to individuals and communities in Scotland, in partnership with the British Council and University of Edinburgh, funded in part through the City of Edinburgh and Scottish Government’s PLACE programme.</p> <p><b>Sub-Saharan Africa, Middle East and North Africa, South Asia</b></p> <p>EXAMPLE: We are currently working with British Council teams to identify artists and work from these regions, and approach partners such as the Arab Fund for Arts and Culture who would be in a position to provide financial support. Through working with our own learning and engagement team and with the University of Edinburgh, we are ensuring that the work selected connects with citizens, artists, policymakers and academics in Edinburgh and Scotland.</p>	<p><b>Eurocities – 140+ European cities - recent collaboration with CEC</b></p> <p><b>UNESCO Creative Cities Network – CEC active</b></p>
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	<p>We'd very much like to see the City of Edinburgh being more proactive in setting its international priorities, and we'd see the Scottish government's list above as being a good starting point – they are all economically and culturally relevant in some way to Edinburgh as much as they are to Scotland more generally.</p> <p>In our experience culture plays an important role in setting a conducive environment for a wider political and economic relationship, but can only do this most effectively with long term planning. In most cases the cultural project is the first thing that is put into place, around which other organisations could cluster to develop their own activity and take benefit – the Scottish government's support for using the Tattoo's China plans in 2022 to build a much larger Scotland – China promotion around is a case in point.</p>	
<p><b>Edinburgh UNESCO City of Literature Trust / UNESCO Creative Cities Network</b></p> <p>UNESCO Cities of Literature – <b>28 cities across 23 countries</b></p> <p>UNESCO Creative Cities Network - 180 cities across 73 countries</p> <p>Current priority work with <b>Kolkata, Nanjing, Comital, Santiago, Stockholm</b></p> <p><b>International opportunity 2022, opening of Literature House</b></p>	<p>Edinburgh is the founding city of the UNESCO Creative City Network and the Edinburgh UNESCO City of Literature Trust is the city's representative body on that network. With over 14 years' experience, the Trust maintains Edinburgh's as a leader within this international network of 180 cities from 73 countries. By taking up international opportunities, the Trust showcases Edinburgh internationally and brings collaboration opportunities to individuals and organisations in Edinburgh. This links to the Council's commitments to build on the success of the city's world leading culture and tourism sectors, and to deliver world class places fit to power good growth in Edinburgh.</p> <p>UNESCO Creative City networks offers member cities: Strengthened international profile and leadership; network with fellow Creative Cities through joint events and projects, share knowledge and good practice; build momentum on creativity as a driving force between local authorities, public and private professional organisations, academia and the creative community; inclusion in the UN 2030 Agenda for Sustainable Development, which recognises and promotes culture and creativity as powerful enablers for social inclusion, job creation, urban resilience and environmental protection.</p> <p>This international work underpins the Trust's flagship project – Literature House at John Knox House, aiming to open in 2022 as part of VisitScotland's Year of Scotland's Stories Celebration. The Literature House would connect Scotland to a wider network of literature houses and international writing residences, firstly through the UNESCO Cities of Literature network, and then more widely around the world.</p> <p>Priority UNESCO Cities of Literature connections being progressed in 2019 – India / via Kolkata, China / via Nanjing, North America / via Comital, Mexico, South America (via Santiago, Chile), and Stockholm. The August 2018 Literary Programmers Exchange was developed with Melbourne.</p>	<p>The Trust's current international residency is with CEC partner city Krakow. UNESCO summit attendance is coordinated with CEC</p>

<p><b>FintechScotland</b></p> <p>Proposed Bridges: <b>Boston, Copenhagen, Abu Dhabi, Singapore</b></p> <p>Proposed connections: <b>London, New York, Zurich, Bahrain</b></p>	<p>4 hubs have initially been identified for consideration as a Fintech Bridge for Fintech Scotland: Boston, Copenhagen, Abu Dhabi and Singapore.</p> <p>Hubs that Fintech Scotland should then consider connecting to from these bridges include: London, New York, Zurich and Bahrain.</p>	<p>Edinburgh Science Festival / has links with Abu Dhabi</p>
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# Policy and Sustainability Committee

10.00am, Tuesday, 7 August 2019

## International Fair Trade Charter

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 That the Committee
  - 1.1.1 Notes that the Council has pledged support for the International Fair Trade Charter;
  - 1.1.2 Agrees that the Council now formally signs up to the International Fair Trade Charter; and
  - 1.1.3 Agrees that, given the Council's intention to develop a new approach to sustainability, as reported to the Committee on 14 May 2019, the Council's Fair Trade Policy, and Sustainable Procurement Policy, will be reviewed within the wider programme of work associated with that approach.

**Andrew Kerr**

Chief Executive

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## International Fair Trade Charter

### 2. Executive Summary

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- 2.1 At the Full Council meeting on 30 May 2019, a motion was approved pledging Council support for the International Fair Trade Charter (“the Charter”). A report was requested within two cycles recommending the undertakings that the Council can give in support of the Charter, and how it can best complement the Council’s own Fair Trade Policy. In addition to considering the International Fair Trade Charter, this report provides an annual update on the Council’s Fair Trade Policy, last reviewed in August 2018 (Appendix 2).
- 2.2 33 schools in the city now hold Fairtrade status or are working towards it. Increases in purchases of fairly-traded goods, such as footballs and cotton uniforms, have been noted by the Fairtrade Steering Group. There has also been an increase in the schools partnering with KoolSkool fair trade school uniform supplier. In addition the Council is working more closely with Edinburgh Fair Trade Group and has supported and promoted a variety of fair trade events in the city. However, it has not been possible to collate more detailed levels of monitoring of the Council’s purchases of fairly traded goods due to the complexity of our contracting environment.
- 2.3 Given the Council’s intention to develop a new corporate and ambitious approach to sustainability, as reported to the Committee on 14 May 2019, it is proposed that Council’s Fair Trade Policy, and Sustainable Procurement Policy, are reviewed within the wider programme of work associated with that.

### 3. Background

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- 3.1 Fairtrade is an international movement to guarantee that producers in developing countries receive a fair price for their goods. The Charter aims to establish a common reference point for organisations and networks that share a common vision of a world in which everyone, through their work, can maintain a decent and dignified livelihood and develop their full human potential.
- 3.2 Edinburgh has been a Fairtrade City since March 2014 and the Lord Provost currently acts as Vice Chair of the Edinburgh Fairtrade Steering Group which



includes a range of city organisations and businesses, and a number of Elected Members.

- 3.3 It is to be noted that “Fairtrade” is used to refer to the status conferred by complying to certain goals and is also a brand name. Rules under the relevant procurement legislation prohibit trade marks on non-discriminatory grounds, therefore, to comply with that legislation, this report uses the terms “fair trade or equivalent” or “fairly traded” where appropriate.

## 4. Main report

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- 4.1 At the Full Council meeting on 30 May 2019, a motion was approved pledging Council support for the International Fair Trade Charter (‘the Charter’) with a report requested within two cycles recommending the undertakings that the Council can give in support of the Charter, and how it can best complement the Council’s own Fair Trade Policy.
- 4.2 The Charter lays out the purpose and aims of Fair Trade as agreed by the World Fair Trade Organisation and Fairtrade International. It sets out the fundamental values of Fair Trade and defines a common vision which works towards achieving the United Nations Sustainable Development Goals. The Charter advocates trade structures, business models and practices that allow everyone, through their work, to maintain a decent and dignified livelihood and develop their full human potential.
- 4.3 The Charter has three main aims:
- 4.3.1 To raise awareness among customers and citizens of the importance and impact of Fair Trade so that more people will be inspired to join and support the movement;
  - 4.3.2 To connect Fair Trade Organisations’ specific missions and strategies with the common philosophy of the movement; and
  - 4.3.3 To enable others who work with Fair Trade Organisations to recognise the values and approaches that unite the global movement. This includes working with different levels of government to influence public policy and encourage business to conduct more trade under Fair Trade conditions.
- 4.4 The Charter highlights fair trade’s longstanding role in addressing challenges such as inequality, gender rights and climate change and other objectives of the United Nations Sustainable Goals. These are also key objectives of the Council, and its sustainability, equality, procurement and economic priorities support and align with the Charter in these respects.
- 4.5 In addition, there are a number of specific undertakings that the Council can give in support of the Charter. The Council promotes fair trade through the selling of fairly traded products in the City Chambers and Waverley Court, as well as other Council buildings. All the Council’s schools sell fairly traded products and a number partner with KoolSkools as a supplier for Fair Trade school uniforms.

- 4.6 A number of our schools have Fair Trade school status, with some having become a FairAchiever school and others a FairActive school. Pupils of a FairAchiever school understand the connections between themselves and farmers in some of the poorest countries in the world through the things they buy and are passionate about changing the system to make trade fair. A FairActive school is one that takes action such as holding a community event, running a campaign or joining with other schools to spread the message about trade justice.
- 4.7 The Council's support for the Charter will be promoted through its communications channels. This will be in addition to its current communications activities promoting Fair Trade Fortnight, the Christmas Fair Trade market and other fairly traded events.
- 4.8 The Charter aligns well with and complements the Council's own Fair Trade policy, which was reviewed in August 2018. Suppliers of fairly traded goods have been added to the Council's contracted supplier register, and increases in purchases of fairly-traded goods, such as footballs and cotton uniforms, have been noted by the Fairtrade Steering Group. This is in addition to Council purchases of fairly-traded fruit, nuts, beverages, chocolate and sugar. However, a more comprehensive level of monitoring in respect of the Council's purchases of fairly traded goods has not been possible due to the complexity of our contracting environment and the data capability of our purchasing system.
- 4.9 The Council's Sustainable Procurement Policy also helps support the aims of both the Council's Fair Trade Policy, and the Charter. It sets out the Council's approach to buying goods, services and works in a way that delivers value for money, and provides benefits for the Council and wider society, including through securing community benefits.
- 4.10 Going forwards the Council's Fair Trade Policy, and Sustainable Procurement Policy, will be reviewed within the Council's wider programme of work to develop a new approach to sustainability, as reported to Committee on 14 May 2019. This will consider the vital role that procurement policy has in furthering sustainable development, by helping to ensure that, so far as practicable, procurement decisions avoid the creation of negative socio-economic and environmental impacts, and maximise opportunities to secure community benefits and support reductions in greenhouse gas emissions.
- 4.11 This review will include considering all the available levers the Council has to maximise the potential for sustainable procurement practices that will support the step-change required to make Edinburgh a carbon neutral city by 2030. This will necessitate considering the balance the Council wishes to achieve between cost, carbon impact, and socio-economic outcomes, within the context of the Council's duty to secure Best Value and commitments to fair work and fair trade, developing a circular economy and reducing its carbon footprint.

## 5. Next Steps

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- 5.1 If approved by committee, the Council will formally sign up to supporting the Charter via the on-line Recognition Form, reproduced for information at Appendix I.
- 5.2 The Council's support of the Charter will be promoted through our communications channels.
- 5.3 This Council's approach to sustainable procurement, including fair trade, will be considered within the wider programme of work to develop a new approach to sustainability. Updates on this work are provided to each Policy and Sustainability Committee.

## 6. Financial impact

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- 6.1 There are no financial impacts arising from this report.

## 7. Stakeholder/Community Impact

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- 7.1 Fair trade in Edinburgh is delivered by a citywide, cross-sector partnership with regular and ongoing engagement between members and the wider Edinburgh community.
- 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.
- 7.3 Equality and rights are a key component of the Council's Fairtrade Policy which is underpinned by principles including being inclusive, engaging and sustainable.

## 8. Background reading/external references

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- 8.1 [International Fair Trade Charter](#)
- 8.2 [The Fairtrade Town Action Guide](#), Fairtrade Foundation
- 8.3 [City of Edinburgh - Fair Trade Policy](#): CP&S, 7 August 2018 and [City of Edinburgh Council: Fair Trade Policy](#): Executive of the Council, 20 September 2005

## 9. Appendices

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Appendix I – Recognition Form: New International Fair Trade Charter

Appendix 2 – The City of Edinburgh Council – Fair Trade Policy Action Plan – 2019 Update

## Appendix I – Recognition Form: New International Fair Trade Charter

\*Required

### Explanation

The International Fair Trade Charter has been produced to establish a common reference point for all the organisations and networks that share a common vision of a world in which everyone, through their work, can maintain a decent and dignified livelihood and develop their full human potential.

In order that the International Fair Trade Charter may be recognised as the common reference document for the movement, organisations that want to refer to fair trade in any capacity, are invited to read and sign the following undertaking.

### Undertakings

On behalf of the undersigned organisation:

1. We acknowledge the International Fair Trade Charter as a common reference document for the global Fair Trade movement.
2. When talking or writing about Fair Trade we will use the approaches explained in the Fair Trade Charter as the basis for explanation or discussion.
3. We understand that the Charter is not a manual of Fair Trade practices or a standard by which the approach of specific organizations can be assessed. We have read and understood the statement in the Charter that “this document cannot therefore be used to justify the Fair Trade claims or credentials of any organisation, business, or network”.
4. Accordingly we understand that recognizing the International Fair Trade Charter does not endow us or any of our activities or practices with any Fair Trade status, as this can only be awarded by a recognized Fair Trade certification/accreditation system.
5. We will embrace the diversity of the Fair Trade movement and respect all approaches that are aligned with the Fair Trade Charter. When communicating about specific Fair Trade schemes, we will ensure they are described fairly and accurately.
6. We support the aim of the International Fair Trade Charter to help the Fair Trade movement present its common vision to the wider world

If you wish to publicly recognise the new International Fair Trade Charter, please tick YES below and submit your organisation’s information on the following pages of this form. \*

YES

## Appendix 2 – City of Edinburgh Council Fair Trade Policy Action Plan – 2019 Update

<b>Objective 1: Maximise the range of fair and fairly traded products on Council contract</b>			
<b>Action</b>	<b>Lead Section</b>	<b>Timescale</b>	<b>Progress to date</b>
Maximise the range of fair, fairly traded and ethical products on the Council's food contract and other appropriate contracts where catering may be provided by an external provider	Catering Services, Property and Facilities Management Commercial and Procurement Services, Finance	Upheld & Ongoing	A range of fair and fairly traded products are available in the City Chambers and Waverley Court canteens and cafes including fruit, nuts, beverages, sugar and premium chocolate which has recently been introduced. Fair, fairly traded and ethical products can be purchased in other Council buildings although more could be done to encourage consumption of these products in these buildings.  Work has been undertaken in conjunction with the Fairtrade Steering Group to educate and encourage consumption of Fairtrade products throughout Council buildings, including cultural venues. This will continue.  All Council schools sell fair trade products.
Look at the viability of purchasing staff uniforms made from fairly traded materials	Commercial and Procurement Services, Finance	Ongoing	This request has come from the Edinburgh Fairtrade Group and consideration is ongoing.  initial steps have been taken through the purchasing of Fairtrade polo cotton shirts and t-shirts.
Maximise the range of fair, fairly traded and ethical trade products served at Council meetings	Catering Services, Property and Facilities Management	Upheld & Ongoing	Fairly traded tea, coffee and sugar are served at all Council meetings. All coffee and tea is fairly and ethically traded within the catering department.
Maximise the range of fairly traded and ethical products for sale in Council cultural venues	Catering Services, Cultural Venues, Culture	Upheld & Ongoing	A range of fairly traded and ethical products are available in the Council owned cultural venues including products that are carbon neutral, organic, sustainable and not for profit.

<b>Objective 2: Increase the number of schools holding Fairtrade status</b>			
<b>Action</b>	<b>Lead Section</b>	<b>Timescale</b>	<b>Progress to date</b>
Increase the number of Council schools with Fairtrade status and provide support to those schools working towards it	Schools, Communities and Families	Upheld & Ongoing	A significant number of schools hold Fairtrade status or are working towards it. This information is available on the Fairtrade website and shows the Council has 33 either registered or working towards it. These include schools with FairAchiever and FairActive status.

Increase the number of Council schools with school uniforms made from fairly traded cotton	Schools, Communities and Families	Upheld & Ongoing	Several schools in Edinburgh partner with KoolSkools as a supplier for Fair Trade school uniforms including St Mary's Leith, Duddingston, Juniper Green, Stockbridge and St John's primary schools Other schools are actively considering this.
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### Objective 3: Communication and promotion

Action	Lead Section	Timescale	Progress to date
Promote and raise awareness of fair trade issues amongst all Council employees	Strategy & Communications  Catering Services, Property and Facilities Management	Upheld & Ongoing	Fair trade events, campaigns and issues have been promoted through Newsbeat, the Council's website and social media  The Council's Catering Service advertise their fair, fairly traded and ethical products in Council cafes and canteens.
Continue to promote Edinburgh's status as a Fairtrade city through signage, communication and other media	Strategy & Communications	Upheld & Ongoing	In 2015, 15 signs bearing the Fairtrade logo and the words 'We are a Fairtrade city' were erected around the outskirts of Edinburgh.  A number of high profile fair trade campaigns and events have been promoted by the Council's communication service. This includes a World Fair Trade City event held in the Usher Hall, promotion of Coffee Conscience in Waverley Court and the City Chambers and through our local schools network.
Promote through the Council's website and Communication Service annual Fairtrade Fortnight events and the Edinburgh Fairtrade Festival	Strategy & Communications  Schools	Upheld & Ongoing	The Council promotes Fairtrade Fortnight annually in collaboration with the Edinburgh Fairtrade Group. This has included the Lord Provost's Fairtrade Awards and School Awards and representation and publicity around Fairtrade events staged in Edinburgh, especially the annual Edinburgh Fairtrade Festival.

### Objective 4: Monitoring and Implementation

Action	Lead Section	Timescale	Progress to date
Undertake monitoring of the uptake of fair, fairly traded and ethical products	Commercial and Procurement Services,  Catering Services, Property and Facilities Management  Schools	Upheld and ongoing	The purchase of fair, fairly traded and ethical products was not previously monitored. In the last year, an informal level of manual monitoring has been undertaken, but a more comprehensive level of monitoring has not yet been possible due to the complexity of our contracting environment and the data capability of our purchasing system.  Going forward in 2019/20, further work will be undertaken around this as part of a wider look at the Council approach to sustainable procurement

Monitor the implementation of the policy and report on progress	Strategy and Communications	Upheld and Ongoing	Future reporting will be agreed as part of the wider look at sustainable procurement
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## Policy and Sustainability Committee

10.00am, Tuesday, 6 August 2019

### Energy Management Policy for Operational Buildings

Executive/routine  
Wards  
Council Commitments C18

#### 1. Recommendations

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- 1.1 To approve the Energy Management Policy Statement.
- 1.2 To note that Property and Facilities Management will pursue certification to the energy management system standard [BS EN ISO 50001:2018](#).; and
- 1.3 To note that an annual report will be submitted to Committee detailing progress on the implementation of the Energy Management Policy and Energy Management System (BS EN ISO50001) including detail on any revisions to documentation to align with the Council's 2030 Roadmap for net zero carbon.

**Stephen S. Moir**

Executive Director of Resources

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## Energy Management Policy for Operational Buildings

### 2. Executive Summary

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- 2.1 A revised Energy Management Policy for the Council's operational buildings is submitted to Committee for approval. This policy supersedes the current Council [Energy Policy](#) approved in 2013 (Transport and Environment Committee, 27th August 2013) and is a key document in Property and Facilities Management's Energy Management System. The management system has been designed to comply with the energy management standard BS EN ISO 50001:2018.

### 3. Background

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- 3.1 A refreshed energy policy is required to bring the policy up to date and to align with wider documentation being prepared as part of Property and Facilities Management's pursuit of BS EN ISO50001 accreditation.
- 3.2 BS EN ISO 50001 is an international standard for energy management systems. Compliance with this standard demonstrates the Council's commitment to best practice and establishes the Council as a sector leader and exemplar within local authorities in Scotland.
- 3.3 The aim of adopting a codified energy management system is that it:
- Ensures consistency in approach;
  - Clarifies standards and expectations; and
  - Articulates our aims and objectives;
  - Describes the intentions of the Council to achieve local targets which contribute to national and international carbon reduction targets.
- 3.4 The application of a certified Energy Management System will provide resilience and governance to energy management in Property and Facilities Management. This mitigates against the risk of decreased governance and visibility in energy management following the UK Government's closure of the [Carbon Reduction Commitment Energy Efficiency Scheme](#) in March 2019.

## 4. Main report

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- 4.1 In 2018/19 the Council spent £5.8m on electricity and £3.2m on gas use across its operational buildings resulting in 37,334 tonnes of CO<sub>2</sub> Emissions. The implementation of an effective Energy Management Policy and an accredited energy management system is a key component in ensuring continued improvement to energy management across the Council's operational property estate.
- 4.2 Property and Facilities Management revised the Council's Energy Management Policy (Appendix 1) to bring the policy in line with ISO50001 (2018). The policy outlines the aims and objectives of the Council. This Policy is applicable to all the Council's operational buildings and activities.
- 4.3 The policy establishes three key aims:
- 4.3.1 We will minimise energy use. For example, we will endeavour to maintain the temperature of our buildings between 18 and 21°C during occupied hours in the heating season; we will target reduced energy demand through investment; and we will increase on site generation of renewable energy.
  - 4.3.2 We will manage energy use. We will monitor our buildings and investigate buildings which have high energy use or erratic energy use patterns.
  - 4.3.3 We will promote responsible energy use. By implementing ISO 50001 we aim to establish Edinburgh as an exemplar local authority in Scotland for good energy management. We will engage with Council staff, other Local Authorities and organisations to promote the benefits of responsible energy management.
- 4.4 In line with obligations under ISO50001, each objective is subject to a detailed procedure and the whole system is supported by additional procedures aimed at improving energy management. The documents included in the Energy Management System are detailed in the Register of Documents (Appendix 2). Procedures are not attached to this report, but copies can be made available to members on request.
- 4.5 To aid review of the revised Energy Management Policy, the key procedures of the previous Energy Management System is compared to the revised system, designed to comply with ISO 50001:2018 in Appendix 3.
- 4.6 A report on progress in respect to the targets set in the management system and wider reporting obligations will be submitted to Policy and Sustainability Committee annually.
- 4.7 Whilst the Energy Management System applies to all the Council's operational buildings, the implementation of ISO50001 will initially be limited to the Council's school estate where the Council has direct control over the management of facilities. This will make the implementation of ISO50001 more

manageable during the initial accreditation phase. The system will cover operational energy management as well as applying to new build and refurbishment works. The scope of the energy management system will be expanded in subsequent years to include other property types.

- 4.8 The Council has approved a new [Sustainability Approach](#) which sets a net zero carbon target for Edinburgh by 2030. Under the Sustainability Approach, the Council is commissioning independent research to inform a roadmap for meeting the 2030 targets. The Energy Management Policy and the associated Energy Management System detailed in this report will provide a framework through which relevant recommendations from the 2030 roadmap, that have been subject to political consideration and agreement, can be incorporated and smart targets for operational buildings can be defined in line with wider 2030 objectives. Progress on alignment with 2030 objectives will be included in annual reporting to Committee along with overall progress on the Energy Management Policy and the Energy Management System.

## 5. Next Steps

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- 5.1 The Energy Management Policy Statement is submitted for approval. If approved, the policy statement will be published on the Council's intranet and internet.
- 5.2 CEC appointed [The British Standards Institution](#) in April 2019 to support certification of ISO 50001 and will continue to progress through the audit stages with a view to achieving certification by the end of 2019.
- 5.3 Property and Facilities Management will report annually on progress on the implementation of the Energy Policy and the Energy Management System (BS EN ISO50001) including detail on revisions to documentation to align with the Council's 2030 Roadmap for net zero carbon.

## 6. Financial impact

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- 6.1 Financial efficiencies are a clear driver for the implementation of the new Energy Management Policy and associated ISO50001 procedures. Financial efficiencies will be monitored and reported alongside energy efficiencies.
- 6.2 There is a projected cost associated with the implementation of ISO50001, of under £8k per annum. This represents good value in comparison to total energy spend and potential efficiencies from implementation.

## **7. Stakeholder/Community Impact**

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- 7.1 The implementation of a new Energy Policy and Energy Management System will contribute towards the Council's objective to mitigate its carbon impacts and adapt to climate change assisting in the delivery of the Council's obligations under the [Climate Change Act \(Scotland\)](#).
- 7.2 By following best practice and delivering effective energy management the Council can demonstrate carbon reduction and set a positive example for organisations within Edinburgh and more widely.

## **8. Background reading/external references**

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- 8.1 [Transport and Environment Committee, Tuesday, 27 August 2013, Energy Policy](#)
- 8.2 [Corporate Policy and Strategy Committee, Tuesday 14 May 2019, Sustainability Approach](#)

## **9. Appendices**

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- 1. Energy Policy
- 2. Energy Management System. Register of Documents
- 3. Comparison between previous and current energy management system.

# ENERGY MANAGEMENT SYSTEM FOR COUNCIL BUILDINGS

## POLICY STATEMENT

Signed.....

Role.....

Date.....

## VERSION CONTROL

This document is reviewed annually to ensure it is accurate and up to date.

Issue Date	Version	Status	Issued by	Checked by	Approved by
30 <sup>th</sup> July 2018	1	For comment	RGM	AC	PJ
8 <sup>th</sup> Nov 2018	1	Revised for comment	RGM	AC	PJ
5 <sup>th</sup> June 2019	2	Revised for comment	RGM	AC	PJ

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## ENERGY MANAGEMENT POLICY STATEMENT



**Within the scope of its Energy Management System the City of Edinburgh Council will pursue efficiency in the management of energy usage, monitoring consumption, and ensuring on-going improvements of energy management across the Council's operational estate. The City of Edinburgh will seek to be an exemplar to other public bodies.**

### **The Policy Aims are:-**

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- Minimise: We will minimise energy consumption<sup>1</sup>
- Manage: We will achieve ongoing improvements through recording, benchmarking, monitoring and reporting on energy usage across the Council
- Promote: We will promote the conservation of energy amongst Council employees, contractors, partners and the wider communities we serve

### **The Policy's key objectives are: -**

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- minimise energy consumption through building design and specification
- minimise energy consumption through appropriate operation and control
- to monitor the implementation of the policy and to set targets for future reductions in energy use
- meet or wherever practicable, exceed the requirements of all relevant legislation and regulation, and set our own demanding standards where none exist
- monitor the use of gas and electricity through meter readings and to co-ordinate and centralise energy consumption information and costs
- to ensure that the energy suppliers are informed by Asset Management of any changes to building ownership and lease arrangements
- to promote the benefits of energy efficiency to our customer, communities we serve, partners, contractors and all our stakeholders

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<sup>1</sup> Within the restrictions of providing acceptable levels of service, as defined by Council specifications, to building users.

<sup>1</sup> Includes street and stair lighting



# **ENERGY MANAGEMENT SYSTEM FOR COUNCIL BUILDINGS**

## **REGISTER OF DOCUMENTS**

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Document number	Document Name	Issue Date	Review Date
11001012018	Register of Documents	30 <sup>th</sup> July 2018	30 <sup>th</sup> July 2019
11002012018	Policy	30 <sup>th</sup> July 2018	30 <sup>th</sup> July 2019
111003012018	Manual	30 <sup>th</sup> July 2018	30 <sup>th</sup> July 2019
11004012018	Register of Targets	30 <sup>th</sup> July 2018	30 <sup>th</sup> July 2019
11005012018	Register of legal obligations	30 <sup>th</sup> August 2018	30 <sup>th</sup> August 2019
11006012018	Roles and Responsibilities	30 <sup>th</sup> August 2018	30 <sup>th</sup> August 2018
11007012018	Register of Projects	30 <sup>th</sup> August 2018	30 <sup>th</sup> August 2018
11008012018	Document review schedule	30 <sup>th</sup> August 2018	30 <sup>th</sup> August 2018
11009012018	Register of Audit actions	30 <sup>th</sup> August 2018	30 <sup>th</sup> August 2018
11010012018			

Procedures				
Document number		Aims	Objectives	Targets
21000012018	1	<b>Minimise</b>		
	1.1		Through design	
21101012018	1.1.1			<i>Specify New Build</i>
21102012018	1.1.2			<i>Specify refurbishment</i>
	1.2		Through operation	
21203012018	1.2.3			<i>Investigate and Commission</i>
21204012018	1.2.4			<i>Investigate potential renewable options</i>
21205012018	1.2.5			<i>Undertake post-occupancy surveys</i>

Procedures				
Document number		Aims	Objectives	Targets
	2	<b>Manage</b>		
22407012018	2.4.7			<i>Achieve and maintain ISO 50001 certification</i>
	2.5		Meet legal requirements	
22508012018	2.5.8			<i>Meet legal requirements as a minimum</i>
22509012018	2.5.9			<i>Report CRC/Climate Change Act</i>
22510012018	2.5.10			<i>Comply with EPC regulations</i>
	2.6		Monitor fuel use	
22611012018	2.6.11			<i>Report annual kWh of gas and electricity and report on kWh/m<sup>2</sup></i>
	3	<b>Promote</b>		
	3.7		Inform Partners	
23712012018	3.7.12			<i>Inform of changes to occupancy to all appropriate agencies</i>
23713012018	3.7.13			<i>Attend peer group meetings</i>
	3.7		Promote benefits to stakeholders	
23814012018	3.8.14			<i>Issue an annual report</i>

<b>Reports</b>		
<b>Document number</b>	<b>Document Name</b>	<b>Issue Date</b>
30001012018	Current Status Report	30 <sup>th</sup> July 2018
30002012018	Energy Management Plan	30 <sup>th</sup> November 2018

<b>Audits</b>		
<b>Document number</b>	<b>Document Name</b>	<b>Issue Date</b>
40001012018	Register of Audit Reports	30001012018
40002012018	Register of Audit Actions	30001012018
40003012018	Policy Audit	16 <sup>th</sup> August 2018
40004012018	System Audit	30 <sup>th</sup> August 2018

## Appendix 3

### Comparison between key elements of the committee approved procedures reports in 27<sup>th</sup> August 2013 and the revised energy management system.

Previous procedures 27 <sup>th</sup> Aug 2013	New EnMs documentation	Notes
Communication	Procedure 3.7.12: Inform	
	Procedure 3.8.14 Annual report	
Measure and monitor	Procedure 1.2.5 Post-occupancy standards and surveys	States target temperatures for buildings during heating season are between 18 and 21°C.
	Procedure 2.5.9 Statutory report	The Carbon Reduction Commitment ended in March 2019. This clarifies that the Council will continue to record consumption in an equivalent or improved manner.
Project Register	Register of Projects	Our register of projects will include commissioned and potential projects.
Energy and Emissions reporting	Procedure 2.5.8 Meet legal requirements	
	Procedure 2.5.9 Statutory reporting	
	Procedure 2.5.10 Comply with EPC regulations	
Sustainable procurement		The specification of materials is now covered under specific procedures such as for new builds
Building design and refurbishment	Procedure 1.1.1 New build	We will consider PassivHaus equivalence for each proposed new build.
	Procedure 1.1.2 Refurbishment	
Low/zero carbon statement	Policy statement	A single page document which clearly states the

		Council's aims and objectives.
	Energy review	A review of the Council's energy use within the scope of the management responsibilities.
Building Performance	Procedure 1.2.5 Post-occupancy standard and surveys	
Street lighting		This is out with the scope of the revised energy policy. Detail on street lighting strategy in relation to energy can be reviewed in an August 2018 report to Transport and Environment on <a href="#">Street Lighting Management Arrangements</a> .
Transport and travel		This is out with the remit of control and influence of the energy team.

# Policy and Sustainability Committee

10am Tuesday 6 August 2019

## Policy on advertising and sponsorship

Executive/routine Wards Council Commitments	Executive All
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### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee:
  - 1.1.1 approves the policy on advertising and sponsorship as set out in appendix 1 of this report;
  - 1.1.2 notes the potential impact on Council income and viability of certain initiatives/events if the policy was extended beyond the scope in the proposed policy; and
  - 1.1.3 recognises that this policy may be amended in future to reflect changes to legislation or regulations brought about by changes to legislation or UK Government, the Scottish Government and the Advertising Standards Authority.

**Andrew Kerr**

Chief Executive

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## Policy on advertising and sponsorship

### 2. Executive Summary

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- 2.1 On 25 October 2018, Council agreed a motion by Councillor Main on sponsorship and advertising and requested that officers draft a policy on sponsorship and advertising and bring it to Corporate Policy and Strategy Committee within three cycles. An interim report to Corporate Policy and Strategy Committee on 14 May 2019 noted progress.
- 2.2 This report:
- 2.2.1 provides the proposed policy in appendix 1;
  - 2.2.2 outlines the consultations on the impact of food and drink advertising which UK Government and Scottish Government have in progress; and
  - 2.2.3 notes the impact that changes in legislation, industry codes and policy or guidance may have on the Council's previously agreed income maximisation targets.

### 3. Background

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- 3.1 On 25 October 2018, Council agreed a motion by Councillor Main on Council sponsorship and advertising requesting that officers draft a policy on sponsorship and advertising and bring it to Corporate Policy and Strategy Committee within three cycles. A copy of the text of the motion is included in Appendix 2 to this report.
- 3.2 In the interim report to Corporate Policy and Strategy Committee on 14 May 2019, it was noted that:
- 3.2.1 an overarching policy on advertising and sponsorship would help to protect the Council financially, legally and reputationally as well as making sure that there is a consistent approach taken across the Council to such arrangements;
  - 3.2.2 such a policy would also provide clarity to those engaged in the advertising industry, and potential sponsorship partners;



- 3.2.3 Scottish Government and UK Government are both concerned about the impact of food and drink advertising in relation to citizen health and well-being. Both governments have consulted on the impact of food and drink and advertising are considering changes to legislation in relation to this; and
- 3.2.4 under current contractual agreements, the Council generates substantial income from sponsorship and advertising on its assets. In 2018/19, the income was in the region of £2.5 million from advertising-related contracts.

## 4. Main report

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- 4.1 The Council fully supports well-managed advertising and sponsorship arrangements which both contribute to the delivery of its services and support achieving its objectives, including income maximisation.
- 4.2 The proposed policy on advertising and sponsorship covers the Council as the direct owner of assets on which advertising may appear, or when considering sponsorship opportunities offered to the Council.
- 4.3 The proposed policy in appendix 1:
  - 4.3.1 establishes a corporate approach and standards to guide advertising and sponsorship agreements;
  - 4.3.2 ensures the Council complies with legislation, nationally recognised industry codes and other Council policies;
  - 4.3.3 supports the Council securing Best Value, income maximisation and the development of commercial partnerships;
  - 4.3.4 establishes governance arrangements that ensure that future advertising and sponsorship proposals are considered by appropriate Council directorates/divisions prior to approval; and
  - 4.3.5 upholds the Council's reputation and brand as well as safeguards citizens and the image and environment of the areas within the Council's boundaries.
- 4.4 In any advertising and sponsorship policy, the Council must:
  - 4.4.1 adhere to the terms of current legislation including the Local Government Act 1986, the Town and Country Planning (Scotland) Act 1997 and various regulations on supply of goods and services, consumer and business protection;
  - 4.4.2 adhere to nationally recognised strict industry codes, particularly those of the Advertising Standards Authority; and
  - 4.4.3 take cognisance of existing Council policies which impact on advertising and sponsorship or regulate the installation of structures on which advertising is placed as set out in the proposed policy in appendix 1.
- 4.5 It was noted in the interim report to the Corporate Policy and Strategy Committee on 14 May 2019 that the UK Government and the Scottish Government have

consulted on the impact of food and drink advertising. It is expected that their findings will inform further advertising restrictions and changes to legislation. In turn this may impact on the Council's advertising and sponsorship policy.

- 4.6 The [Scottish Government's consultation](#), part of the Diet and Healthy Weight Delivery Plan, sought views on restricting the promotion and marketing of food and drink high in fat, sugar or salt with little or no beneficial nutritional value where they are sold to the public. The public consultation closed on 9 January 2019 and Council officers are actively engaged with the Scottish Government's policy team which is developing the response and any policy changes. In addition, the Council has offered engagement with the Council's existing contractual partners where the contracts include advertising and sponsorship arrangements.
- 4.7 The UK Government launched a consultation on [proposals](#) which include future advertising restrictions focused on foods high in fat, sugar and salts (HFSS) products that are linked to childhood obesity which closed on 10 June 2019. It is understood that the UK Government might, for example, seek to restrict advertising of food high in fat, salt or sugar on broadcast media to after the watershed.
- 4.8 The interim report to the committee meeting of 14 May 2019 noted that:
- 4.8.1 the advertising industry operates under a heavily legislated and regulated landscape with strict industry codes. The Advertising Standards Authority (ASA) is the UK's independent regulator of advertising across online and offline media. Section 8 of this report has more detail on the role of the ASA and the current regulatory regime;
- 4.8.2 the Council generates a substantial income from sponsorship and advertising on its assets. In 2018/19, the income was in the region of £2.5 million from advertising-related contracts. Any additional controls on what may be the subject of advertising or sponsorship opportunities will have a negative impact on the Council's ability to maximise income; and
- 4.8.3 the budget approved at a meeting of the full Council on 21 February 2019 seeks to maximise income including generating additional income from the advertising.
- 4.9 In generating this report consideration was given as to the extent to which the policy should apply to assets not owned by the Council, but in which the Council has a direct interest, and/or third party events which utilise public realm space. An example of the former would be bus stops which are owned by a third party but generate advertising revenue which is shared with the Council. Examples of the latter would be the Christmas and Hogmanay, Foodies and Oktoberfest festivals/events. Whilst the application of such policy to pre-existing contractual arrangements might in any event not be possible without the agreement of the third party in question, the assessment concluded that to seek to include such assets and events risked an adverse effect upon the Council's ability to generate income. In addition, if the Council sought to restrict the sponsorship or advertising opportunities available to such events that could place their viability at risk. The

Council already includes specific protection around such matters in any contracts that it enters into in respect of them, and it was felt that these, in conjunction with the other generic protections, from industry guidance and statutory regulation as referred to in this report, provide a suitable level of oversight and control.

- 4.10 By way of additional explanation, the draft policy does not stipulate that any proposed advertising/sponsorship must seek to achieve or advance certain outcomes if it is to be permitted, for instance improving the health of the public. Instead, the main operative provisions of the draft policy are framed so as to prohibit certain proposals that clearly would not be acceptable eg those with violent imagery. This approach was taken to give clarity to the policy and its application, whilst also recognising that proposals might be acceptable even where they do not actively support/align to a strategic objective of the Council, or not clearly do so. However, the policy is clear that amongst its aim is to (at section 1.3.4) support the Council's strategic objectives, and (at section 1.3.8) support the safeguarding of citizens' interest and their well-being. The draft policy also proposes a strong governance framework for the approval of any advertising/sponsorship proposal.
- 4.11 It is recommended that the Policy and Sustainability Committee:
- 4.11.1 approves the policy on advertising and sponsorship as set out in appendix 1 of this report;
  - 4.11.2 notes the potential impact on Council income and viability of certain initiatives/events if the policy was extended beyond the scope in the proposed policy; and
  - 4.11.3 recognises that this policy may be amended in future to reflect changes to legislation or regulations brought about by changes to legislation or UK Government, the Scottish Government and the Advertising Standards Authority.

## **5. Next Steps**

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- 5.1 If approved the policy on advertising and sponsorship will be rolled out across the Council.
- 5.2 The policy will inform future Council advertising, sponsorship and contractual arrangements for advertising and sponsorship on Council-owned assets (excluding public realm areas, parks/greenspace and Council-owned development/brownfield sites).
- 5.3 Amendments to the policy may be required in future following publication of the results of the UK and Scottish Government consultations and any legislative or industry regulations changes which may emerge.

## 6. Financial impact

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6.1 Under current contracts, the Council generates a substantial income from advertising. In 2018/19, the income was in the region of £2.5 million. Any restrictions beyond the proposed policy is likely to have the following impact:

6.1.1 the Council's Christmas and Hogmanay provider has indicated that it receives a substantial level of sponsorship income, and a reduction in that would in turn likely decrease the income to the Council from the Christmas event contract and increase the cost to the Council of the Hogmanay event contract.

6.1.2 JCDecaux, the Council's external advertising partner, has examined the revenue received from their assets in Edinburgh during 2018. Based on the campaign bookings taken for the year, they have estimated that, should restrictions in relation to HFSS products be placed on advertising content, income would have been reduced by 24%. This would feed through to a reduction in income to the Council through the contract payments.

## 7. Stakeholder/Community Impact

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7.1 The Council has engaged with current contract partners to estimate the potential financial impact of any changes to legislation, industry codes or policy might have on income from advertising or through sponsorship.

7.2 The Council is also engaging with the Scottish Government health policy team following its consultation on restricting the promotion and marketing of food and drink high in fat, sugar or salt.

## 8. Background reading/external references

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8.1 The Advertising Standards Authority (ASA) is the UK's independent regulator of advertising across all online and offline media. The UK advertising codes lay down rules for advertisers, agencies and media owners to follow. The ASA proactively monitors advertising for compliance as well as responding to complaints, and issues rules on its investigations. The ASA codes of practice are the 'rule books' which cover two areas:

8.1.1 non-broadcast advertising and direct and promotional marketing ([CAP code](#)): the central principle of this code for all marketing communications is that they should be legal, decent, honest and truthful.

8.1.2 for broadcast media ([BCAP code](#)): the overarching principles of this code are that advertisements should not mislead or cause serious or widespread offence or harm, especially to children or the vulnerable.

8.2 The ASA regulations cover a wide range of guidance including: misleading advertising; political advertisements; alcohol; tobacco; and electronic cigarettes. The codes also include specific rules where children are concerned and on food or

soft drink products that are assessed as high in fat, salt or sugar in accordance with the Department of Health nutrient profiling model. ASA monitors government consultations closely and will amend their codes as required to reflect the any amendments to legislation.

- 8.3 Current UK legislation and regulations which have impact on advertising and sponsorship are also noted in the proposed policy in appendix 1.

**9. Appendix 1: [NB insert when saved as PDF]**

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## 10. Appendix 2: Council sponsorship and advertising policy

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The following motion by Councillor Main was submitted in terms of Standing Order 16:

“Council notes:

The Council does not have in place a city branding and advertising policy to inform decisions made about sponsorship and advertising by the council or those contracted to do so on its behalf.

Schools policy on sponsorship was agreed by the Education, Children and Families Committee in 2016.

Under the 2013 Planning Committee decision under ‘planning for the city’, decisions are informed by the Code of the Advertising Standard Agency only. However also notes further development including, ‘neighbourhood plans’, referred to in the report have not been brought forward.

Agrees that:

Council advertising and sponsorship should support the strategic aims of the Council, including the health and well-being of citizens.

Where sponsorship and advertising has a direct association with the Council, there is a risk of impact on the Council and city reputation.

Agrees that draft policy on sponsorship and advertising is brought to Corporate Policy and Strategy Committee within 3 cycles.”

### **Motion**

To approve the motion by Councillor Main.

- moved by Councillor Main, seconded by Councillor Booth

# Advertising and sponsorship policy

## 1. Objectives

- 1.1 To provide policy on proposals for (i) advertising by third parties which would be installed on assets directly owned by the Council, and (ii) third party sponsorship of Council events or initiatives.
- 1.2 To set out existing recognised industry codes, legislation, regulations and Council policies and guidance which influence and impact upon advertising and sponsorship activities.
- 1.3 This policy aims to:
  - 1.3.1 establish a corporate approach and standards to guide the consideration of proposals for advertising and sponsorship as set out in this policy;
  - 1.3.2 establish governance arrangements that ensure that future advertising and sponsorship proposals are considered by appropriate Council directorates/divisions prior to approval;
  - 1.3.3 ensure the Council complies with its legislative obligations, and Council policies, and is also guided by relevant nationally recognised industry codes;
  - 1.3.4 support the Council's strategic objectives;
  - 1.3.5 support the Council securing Best Value and maximisation of income;
  - 1.3.6 support the Council's development of suitable commercial partnerships;
  - 1.3.7 uphold the Council's reputation and brand;
  - 1.3.8 support the safeguarding of citizens' interests and their well-being, and the image and environment of those elements of the local authority area which are within the control of the Council, and not the subject of separate regulation or control; and
  - 1.3.9 support the alignment of the Council's involvement in advertising and sponsorship to the Council's corporate social responsibility.



## **2. Advertising and sponsorship: descriptions**

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- 2.1 Advertising and sponsorship can encompass goods, services, ideas, causes, opportunities, prizes and gifts.

### **Advertising**

- 2.2 Advertising is a form of communication used to raise awareness, encourage or persuade an audience - viewers, readers or listeners or a specific group of people - to do or believe something. Advertising is usually paid for by an organisation.
- 2.3 Advertising messages can take a variety of forms and can be viewed through a wide range of media and platforms including, but not limited to, newspapers, magazines, television commercials, radio advertising, out of home advertising, direct mail, online and digital such as paid social media, blogs and other electronic platforms. Advertising mediums change rapidly in the digital and electronic age. This policy aims to be sufficiently flexible to encompass platforms which are yet to be developed.
- 2.4 The Council seeks to generate and maximise income from Council-owned assets. This policy is intended to cover third party advertising which would be installed on assets directly owned by the Council, but not advertising in public realm areas, park and greenspace and Council-owned development/brownfield sites which are subject to separate contractual agreements.
- 2.5 The Council uses advertising for a range of activities which promote the Council's commitments and strategic objectives, and ultimately enhance and maintain the Council's reputation. When undertaking such advertising, be it on assets owned by the Council or by third parties, the Council already adheres to existing relevant nationally recognised industry codes, legislation, regulations and Council policies. This practice would continue.

### **Sponsorship**

- 2.6 To sponsor something is to support an event, activity, person or organisation financially or by providing products or services. The relationship should be mutually beneficial. Sponsorship should not be confused with other types of funding which the Council provides such as grants, and which are not subject to this policy.
- 2.7 Sponsorship is a business relationship between the provider of funds, resources or services and an individual, event or organisation which offers in return rights and association that may have commercial advantage in return for the investment.
- 2.8 There can be cross over between how advertising and sponsorship works in practice. For example, advertising on Council-owned roundabouts may be referred to as sponsorship because the advertising income supports the cost of maintaining those sites. This policy is intended to cover third party sponsorship of Council events or initiatives.

## Extent of policy application

- 2.9 Subject to the terms of this policy, this policy is not intended to cover (i) pre-existing contractual arrangements the Council has entered into, (ii) any current or future grant funding arrangements entered into by the Council, (iii) any matters which are the subject of separate regulation, for instance matters regulated by separate planning or licensing regimes, (iv) the activities or operations of the Lothian Pension Fund, or (v) the activities of school parent councils.

## 3. Industry codes

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- 3.1 The advertising industry operates within a heavily legislated and regulated landscape with strict industry codes. The Council will always adhere to the terms of any current legislation and relevant nationally recognised industry codes.
- 3.2 The Advertising Standards Authority (ASA) is the UK's independent regulator of advertising across all online and offline media. The UK advertising codes lay down rules for advertisers, agencies and media owners to follow. The ASA proactively monitors advertising for compliance as well as responding to complaints, and issues rules on its investigations.
- 3.3 The ASA codes of practice are the 'rule books' which cover two areas:
- 3.3.1 non-broadcast advertising and direct and promotional marketing ([CAP code](#)): the central principle of this code for all marketing communications is that they should be legal, decent, honest and truthful. All marketing communications should be prepared with a sense of responsibility to consumers and society and should reflect the spirit, not merely the letter, of the code; and
- 3.3.2 broadcast media ([BCAP code](#)): the overarching principles of this code are that advertisements should not mislead or cause serious or widespread offence or harm, especially to children or the vulnerable.
- 3.4 The ASA codes cover a wide range of guidance including:
- misleading advertising;
  - harm and offence;
  - political advertisements;
  - environmental claims;
  - medicines, medical devices, health-related products and beauty products;
  - weight control and slimming;
  - financial products;
  - gambling;
  - lotteries;
  - alcohol;
  - tobacco, rolling papers and filters;
  - electronic cigarettes; and

- specific guidance when featuring or addressing children.

3.5 The ASA provisions on food, food supplements and associated health or nutrition claims highlights that the ASA rules must be read in conjunction with the relevant legislation which applies to all marketing communications for food products, including the Food Safety Act 1990, the Food Information Regulations 2014 and Regulation (EC) No 1924/2006 on nutrition and health claims made on foods (the EU Regulation).

3.6 The ASA code also highlights that:

“Public health policy increasingly emphasises good dietary behaviour and an active lifestyle as a means of promoting health. Commercial product advertising cannot reasonably be expected to perform the same role as education and public information in promoting a varied and balanced diet but should not undermine progress towards national dietary improvement by misleading or confusing consumers.”

3.7 The ASA codes include specific rules on "HFSS products" ie those food or soft drink products that are assessed as high in fat, salt or sugar in accordance with the Department of Health nutrient profiling model. It also includes guidance on HFSS advertising in proximity to schools.

## **4. Legislation and regulations**

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4.1 Legislation and regulations which have impact on advertising and sponsorship currently include:

4.1.1 Local Government Act 1986;

4.1.2 the Town and Country Planning (Scotland) Acts which include regulations which control the display of advertising, such as on billboards.

4.1.3 the Communications Act 2003 also specifies strict rules to which media service providers must adhere;

4.1.4 Supply of Goods and Services Act 1982;

4.1.5 Consumer Protection from Unfair Trading Regulations 2008; and

4.1.6 Business Protection from Misleading Marketing Regulations 2008.

## **5. Advertising and sponsorship principles**

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5.1 This policy applies to proposals for (i) advertising by third parties which would be installed on assets directly owned by the Council, and (ii) third party sponsorship of Council events or initiatives.

- 5.2 Whether advertising and/or sponsorship proposals within the scope of this policy should be approved by the Council will be decided on a case-by-case basis on the merits of each opportunity or request, as assessed taking into account this policy. Council directorates/divisions assessing such proposals must consult with the appropriate Council specialists set out in section 6.
- 5.3 The Council welcomes opportunities to collaborate with third parties on sponsorship/advertising proposals. The Council does, however, reserve the right to refuse an advertising or sponsorship proposal where such a proposal, including an association with the party in question, may cause reputational damage to the Council or the city.
- 5.4 Advertising or sponsorship should not put the Council or the third party in question in a position where it could be said that the proposal may be perceived:
- 5.4.1 as seeking to unduly influence the Council; and/or
  - 5.4.2 as aligning the Council with any organisation which conducts itself in a way which directly conflicts with Council strategic priorities and values.
- 5.5 An advertisement or sponsorship proposal will not be approved if, in the opinion of the Council, it does any of the following, or might reasonably be perceived as doing so:
- 5.5.1 does not adhere to relevant nationally recognised industry codes, legislation or Council policies;
  - 5.5.2 may result in the Council being subject to legal proceedings;
  - 5.5.3 appears to promote racial or sexual discrimination, or discrimination based on disability, faith, gender or age, or would result in the Council being in breach of its legal obligations;
  - 5.5.4 is disparaging any person or class of persons;
  - 5.5.5 promotes or incites illegal, violent or socially undesirable acts;
  - 5.5.6 promotes tobacco or tobacco related products (such as vaping), weapons, gambling or illegal drugs;
  - 5.5.7 is deemed inappropriate for children or young people, eg violent or pornographic imagery;
  - 5.5.8 infringes any intellectual property rights, eg trademark, copyright or patent rights, of a third party;
  - 5.5.9 includes claims or representations in violation of advertising or consumer protection laws; and/or
  - 5.5.10 associates the Council to or lends support to any particular political party or a cause identified with any particular political party.

- 5.6 This advertising and sponsorship policy should be applied alongside existing Council policies and guidance, where relevant, including the following:
- 5.6.1 [Policy and procedures on sponsorship of events targeted at school pupils](#);
  - 5.6.2 Approved Edinburgh Planning Guidance on [Advertisements, Sponsorship and City Dressing](#) policy which gives guidance on proposals for advertisements, sponsorship, city dressing, and the location of flagpoles, flags and banners – set out by Planning and the [approval process](#) for city dressing led by Culture Services;
  - 5.6.3 [Edinburgh Design Guidance](#) led by Planning;
  - 5.6.4 the [approved policy for advertising](#) on on-street structures led by Planning;
  - 5.6.5 proposed revised Edinburgh Planning Guidance on Outdoor Advertising and Sponsorship;
  - 5.6.6 the Council's Contract Standing Orders.
- 5.7 The Council must ensure a return on investment when it is receiving sponsorship.
- 5.8 As regards sponsorship, (i) the proposed sponsorship must support or further the Council's strategic objectives, (ii) reasonable steps must be taken to ensure the party the proposed sponsorship relates to discloses any current regulatory applications/consents relating to them/related organisations/close associates in respect of the Council area, or if they are involved in any current dispute with the Council or if there are outstanding debts owed to the Council, (iii) a suitable risk assessment must be conducted in respect of the event or activity in question, and (iv) the Executive Director of Communities and Families must be consulted should any proposed sponsorship event or activity be focused on children or young people. There must be no risk of misperception that the party the sponsorship arrangement is with will be looked upon sympathetically for other purposes such as access to elected members outside the sponsored event or activity, and the sponsorship proposal must secure Best Value with any benefits conferred by it being proportionate.
- 5.9 All sponsorship or advertising proposals shall be the subject of a suitable agreement between the Council and the third party in question.
- 5.10 The use of Council branding and logos, and any other intellectual property of the Council, by any third party is not permitted except with the prior written agreement of the Council and must adhere to the Council's brand guidelines.
- 5.11 The size and positioning of third party logos on any Council promotional material, goods or signage must be considered by the appropriate lead officer in consultation with the Council's communications team.

## **6. Responsibility for approving and monitoring**

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- 6.1 The lead officer in the Council service responsible for approving an advertising or sponsorship proposal must make sure that any proposed arrangement does not constitute unlawful financial aid or is not permitted under relevant legislation, regulations, nationally recognised industry codes and existing Council policy and guidance, including in terms of this policy.
- 6.2 An officer may only offer or accept advertising or sponsorship proposals on the Council's behalf with authorisation from the relevant Head of Service and Executive Director, subject to the Council's Scheme of Delegation, and after having consulted with the following specialist Council teams:
- Commercial and Procurement Services;
  - Communications;
  - Legal Services; and
  - Property and Facilities Management.
- 6.3 Certain advertising or sponsorship proposals may require specific committee approval, in terms of the Council's Scheme of Delegation and related governance framework.

# Policy and Sustainability Committee

10.00am, Tuesday, 6<sup>th</sup> August 2019

## Bike to Work Scheme

Executive  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 The Policy and Sustainability Committee is recommended to note the report on the promotion and employee support available for our Bike to Work Scheme.

**Stephen S. Moir**

Executive Director of Resources

Contact: Katy Miller, Head of Human Resources

Human Resources Division, Resources Directorate

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## Bike to Work Scheme

### 2. Executive Summary

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- 2.1 This report is in response to a Council Motion asking for information on how we promote and support employees to take advantage of our Bike to Work Scheme, increasing uptake and how we might procure these services as our current contract ends in 2020.
- 2.2 The Bike to Work Scheme is one of many benefits available to employees and forms part of our Active Travel Action Plan.
- 2.3 This report outlines how the Council actively supports members of staff who wish to cycle to work and/or use cycling as part of their chosen transport in work – as well as how the Bike to Work Scheme is promoted to them.
- 2.4 It also covers information relating to renewal of the scheme in 2020 and next steps relating to the government's decision to lift the £1,000 cap on cycle to work agreements with staff.

### 3. Background

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- 3.1 The Council's Bike to Work Scheme is well established.
- 3.2 The scheme provides well documented benefits relating to personal health and wellbeing. It also contributes to Climate Emergency carbon reduction targets and reducing pollution that is harmful to health.
- 3.3 The current contract with retailer Evans Cycles is due to expire in October 2020.
- 3.4 The Council has a well-established procurement process in place, which will be followed in the run up to the expiry of the current contract.

### 4. Main report

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- 4.1 The Bike to Work Scheme is part of our salary sacrifice offering and allows the purchase of a bike up to the value of £1,000 with a payback period of 12 months. As a salary sacrifice scheme, participants benefit from an income tax saving on the purchase of the equipment.



- 4.2 Participants in the scheme have access to facilities, such as secure cycle parking, a work station to fix punctures (Waverley Court only), lockers, showers and changing areas. There are also two electric bikes available at Waverley Court for staff to use for travel to meetings.
- 4.3 Additional trials are underway, with three electric bikes being lent to staff for three to five days at a time to assess effectiveness and as an alternative to using a fleet car or other mode of transport. Two cargo electric bikes will also be loaned to the Council by the Bike Library (a registered charity) for six months from September, to allow us to trial these.
- 4.4 Scheme promotion is through a range of channels, which include our Wellbeing Roadshows (currently being rolled out across the localities), Sustainable Travel Roadshows, Be Bright Be Seen Roadshows, Newsbeat, Manager's News and Council induction (with distribution of induction travel packs to new starts). The Active travel Team are also working with our current supplier on the promotion of the scheme to hard to reach employees.
- 4.5 Incentives and activities also support promotion of the scheme. These include a Bicycle User Group (BUG) to provide updates to scheme users, led walks and cycles, bicycle and training and maintenance sessions, and Dr Bike drop in sessions.
- 4.6 Waverley Court and South-East Locality Office currently hold 'The Cycle Friendly Employer award', earning these locations grant funding from Cycling Scotland. The Active Travel Team are using these funds to make ongoing improvements.
- 4.7 The Active Travel Team's new travel plan document will soon be published. It includes targets and ambitions to see an increase in the number of employees who travel to work and meetings by bicycle.
- 4.8 The current Bike to Work Scheme is part of a range of wider employee wellbeing initiatives and benefits. The current contract is due to expire in October 2020. As such, the re-tendering process will follow our agreed procurement process related to the needs of our employees in line with our initiatives and employee benefits.
- 4.9 The specification will consider broader employee benefits and the resources required to administer the scheme. An analysis of cost and quality will be undertaken including an assessment of the whole life cost. This includes internal resource costs, rebates payable and typical cycle cost to the employee. Consideration will also be given to the ease of administration, range of cycles offered, access, marketing, promotion, community benefits and sustainable operation.
- 4.10 Following the recent decision by the UK Government to lift the £1,000 cap on bike to work salary sacrifice schemes, we are currently exploring the implications of this and will make recommendations later this year.

## **5. Next Steps**

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- 5.1 The Active Travel Team will continue to support the promotion of the scheme and facilities available to employees.
- 5.2 Human Resources will review the current scheme benefits in line with the removal of the £1,000 cap and make recommendations later this year as part of a broader employee benefit offering. This may include a benefits platform, which includes cycle to work.
- 5.3 A Procurement Requirement Form (PRF) shall be submitted to enable the retender and any data analysis on procurement routes and options to be scheduled.

## **6. Financial impact**

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- 6.1 There is no direct financial impact arising from this report.

## **7. Stakeholder/Community Impact**

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- 7.1 Employees continue to benefit from the salary sacrifice scheme.

## **8. Background reading/external references**

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- 8.1 N/A

## **9. Appendices**

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- 9.1 N/A

## Policy and Sustainability Committee

10.00am, Tuesday 6 August 2019

### Welfare Reform update

Item number  
Routine  
Wards  
Council Commitments

#### 1. Recommendations

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- 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

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## Welfare Reform update

### 2. Executive Summary

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- 2.1 This report provides the committee with an update in respect of the councils ongoing welfare reform activities, including the implementation of Universal Credit.

### 3. Background

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- 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 14<sup>th</sup> May 2019.

### 4. Main report

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#### **Universal Credit (UC)**

- 4.1 With effect from 15 May 2019 mixed age couples, where 1 member of the couple has attained the qualifying age for state pension credit and the other has not will no longer be entitled to claim Housing Benefit (HB) and will have to be make a claim for UC.
- 4.2 Only once both citizens have reached the pension credit qualifying age will they be entitled to claim Pension Credit and/or pension age HB.
- 4.3 Citizens who are exempt from the new rule are those that were a mixed age couple prior to 15 May 2019 and in receipt of pension age Housing Benefit, or Pension Credit or both.
- 4.4 Appendix 1 provides details of eligibility of mixed age couples to claim Universal Credit (UC) or remain on Housing Benefit.

- 4.5 The Department for Work and Pensions (DWP) reported the following claims to UC 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 9<sup>th</sup> May 2019.

Jobcentre	Number of claims up to 9 <sup>th</sup> May 2019	Gender Ratio	Element of employment
Leith	2896	1318 female (45%) 1578 male (55%)	1643 (57%) not working 1253 (43%) with an element of employment
Wester Hailes	1222	607 female (49%) 615 male (51%)	585 not working (48%) 637 with an element of employment (52%)
High Riggs	2913	1269 female (44%) 1644 male (56%)	1590 not working (55%) 1323 with an element of employment (45%)
Total	7031	3194 female (45%) 3837 male (55%)	3818 not working (54%) 3213 with an element of employment (46%)

### **Scottish Welfare Fund (SWF) Claims and UC**

- 4.6 Since April 2019 there have been 522 applications to the SWF for crisis grants from UC claimants. A total of 345 applications were paid a total of £33,313.20.
- 4.7 Additional resource has been established within the team to ensure adequate support is available to citizens as they transition through UC.

### **Personal Budgeting Support Referrals (PBS) and Assisted Digital Support (ADS) and UC**

- 4.8 From 1<sup>st</sup> April 2019 PBS and ADS transferred to Citizens Advice Edinburgh who are now providing advice and support to make an online claim for UC.
- 4.9 Since UC Full Service was introduced in Edinburgh, Citizens Advice Edinburgh have supported 626 clients in relation to UC. This has predominantly been in relation to checking entitlement and support to make a claim.
- 4.10 Citizens Advice bureau locations and details of outreach within Edinburgh are detailed in Appendix 2.

## **Council Housing Services and UC**

- 4.11 At the end of April 2019 there were around 1495 council tenants known to have made a claim for UC. On average the housing service is receiving around 30-50 requests per week from the Department for Works and Pensions (DWP) for verification of housing costs for new UC claims by tenants.
- 4.12 When rent verification requests are received, contact is made with the tenants to discuss rent payment responsibilities and to encourage tenants to set up monthly direct debits for the date their UC is paid.
- 4.13 If 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 requested through the Alternative Payment Arrangements or Scottish Choice (by tenant). Around 705 tenants have a direct payment in place.
- 4.14 Referrals are also made as appropriate, for more specialist UC support and advice for those that need more help to manage their UC claims, either to the DWP or Citizens Advice.

## **Temporary and Supported Accommodations**

- 4.15 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).
- 4.16 Currently there are 41 households who are under occupying that are in 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.
- 4.17 Citizens entering temporary accommodation who are in receipt of UC now apply for Housing Benefit to cover their housing costs. This arrangement will remain in place until further notice to allow alternative funding arrangements to be finalised by the DWP.

## **Advice Services**

- 4.18 The Integrated Joint Board grant funding arrangements are being finalised with additional provision being set up within primary health care settings. Specific provision has been developed in Craigmillar to address the loss of capacity due to Community Ability Network (CAN) closing.
- 4.19 Enquiries related to UC made to the Advice Shop have increased in the first quarter of 2019/20 with 61 citizens seeking assistance. This is compared to 43 in the last quarter of 2018/19. More citizens meet the criteria for applying for UC, so this increase is relative to increasing numbers of applicants.
- 4.20 Performance data for the Advice Shop and funded agencies is detailed in Appendix 3.

## Benefit Cap

- 4.21 The table below shows the number of Benefit Cap cases applied in each tenure type and the average weekly loss in Housing Benefit for these citizens. The figures include Benefit Cap cases up to 31<sup>st</sup> May 2019.
- 4.22 The total number of claimants affected by the Benefit Cap has been less than anticipated with a total of households 477 affected up to 31<sup>st</sup> May 2019.

Tenure	Number of Households affected	Average Weekly Loss in Benefit	% of all Benefit Cap cases
Mainstream	74	£50.75	15%
Private	84	£73.86	18%
Homeless	162	£200.47	34%
PSL	132	£56.98	28%
HA	25	£46.76	5%
Total	477	£107.18	100%

N.B. Appendix 4 provides a more in-depth breakdown of the above data.

- 4.23. Whilst the most negatively affected group are citizens in homeless accommodation it should be noted the service supports citizens apply for HB for all temporary accommodation placements. As detailed in section 4.15 of this report, 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).
- 4.24 It is the case that where a household does not qualify or only partially qualifies for benefit they will be asked for a contribution based on their income, using appropriate DWP guidelines. Citizens in this position receive additional support, including referrals to advice agencies and employability to services to ensure that their income is maximised and all options for improving their financial circumstances are explored.
- 4.25 As defined in section 9.83 of the Scottish Government's Code of Guidance on Homelessness, as a general rule the households eligibility for service is based on their housing needs and circumstances. The ability to pay for accommodation cannot be taken into account if they are eligible for this service.  
<https://www.gov.scot/publications/code-guidance-homelessness/pages/10/>

## Council Tax Reduction Scheme (CTRS)

- 4.26 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 5 outlines the Council's CTRS spend to 31<sup>st</sup> May 2019.

## Scottish Welfare Fund (SWF) – Crisis Grants and Community Care Grants

- 4.27 Crisis Grant applications between April and June 2019 were considered for high priority cases only. Community Care Grant applications between April and June 2019 were considered for medium and high priority cases. The service will continue to monitor demand and amend priority levels to ensure effective management of the fund. A summary of the SWF spend is included in Appendix 6.
- 4.28 A total of 17 SWF 2<sup>nd</sup> Tier Reviews were heard by the Scottish Public Services Ombudsman between 1 April 2019 and 9<sup>th</sup> June 2019. The Scottish Public Services Ombudsman upheld 5 appeals in the applicant's favour and refused 12 appeals in the City of Edinburgh's favour.
- 4.29 The table below details the 2019/20 budget allocation:

Grant	Budget 2019/20	2019/20 Spend April to 9 <sup>th</sup> June 2019
Crisis Grants	£703,210.80	£141,003.51
Community Care Grants	£1,672,133.19	£410,237.67
Total	£2,375,343.99	£551,241.18

## Discretionary Housing Payments (DHP)

- 4.30 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).
- 4.31 As of 31 May 2019, the Council's DHP financial position (Appendix 7) is:

Total Fund for 2018/19	£5,484,667*
Net Paid to Date	£1,030,011.84
Committed pending related benefit process	£3,312,469.86

\*exclusive of additional 20% to be allocated in 2020.

- 4.32 There have been 4814 DHP applications up to 31 May 2019, of which 99 were refused. The overall refusal rate is 2%. The most common reason for refusal is where a customer's income exceeds their expenditure.



- 4.33 The additional Scottish Government funding is expected to fully mitigate under occupancy in 2019/20.
- 4.34 The Scottish Government are currently developing new guidance on DHPs for local authorities. No time scale for release has been advised.

### **Benefit processing figures for New Claims and Change of Circumstances**

- 4.35 The number of days to process a Housing Benefit and/or Council Tax Reduction new claim or change of circumstances at 31 May 2019 is detailed below:

Performance Indicator	Target	Actual
Days to process new benefits claims	28	17.74
Days to process change of circumstances	10	5.32

### **Social Security Scotland**

- 4.36 From Monday 3 June 2019 the Best Start Grant School Age Payment opened for applications. The one-off payment is for £250.00 and citizens whose children were born between 1 March 2014 to 28 February 2015 (inclusive) are eligible to make a claim. The grant can be applied for between 3 June 2019 and 29 February 2020.
- 4.37 The payment will be made to citizens on a low income in order that they can support their child during the early years.
- 4.38 Citizens who are eligible for a Clothing Grant or Free School Meal have been notified on how to apply for the Best Start Grant School Age Payment.
- 4.39 The agency now directly employs more than 460 people and has an expectation of having 3-5 staff in Edinburgh by the end of 2019.
- 4.40 The Council continues to liaise with the Scottish Government and COSLA to support the design and delivery of the new agency, as well as signpost citizens towards the new available benefits.

## **5. Next Steps**

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- 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 and 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

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- 6.1 The increase in numbers of people experiencing hardship has led to increased 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;
  - Benefit, the phasing out of Housing Benefit and Central Government budget savings.

## 7. Stakeholder/Community Impact

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- 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

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- [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
- [Welfare Reform](#) – Update to Corporate Policy and Strategy Committee, 27 February 2018

## Appendices

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- Appendix 1 ~ Universal Credit and Mixed Age Couples
- Appendix 2 – Citizens Advice Bureau Locations
- Appendix 3 – Advice Services Data
- Appendix 4 – Benefit Cap Data
- Appendix 5 – Council Tax Reduction Scheme Spend
- Appendix 6 – Scottish Welfare Fund Spend
- Appendix 7 – Discretionary Housing Payment Spend

### **Mixed age couple in receipt of HB and other legacy benefit – older member of the couple is lead claimant on other legacy benefit:**

Patrick and Fiona are a working age couple in receipt of working age HB and Employment Support Allowance (Income Related) (ESA(IR)) continuously since 17 March 2017. As Fiona is the older member of the couple and is the lead claimant on the ESA(IR) claim, DWP will contact her and advise that she needs to make a claim to UC for her future support. The mixed age couple will make a claim to UC. The LA will be notified and the transition to UC Housing payment will be made. The HB claim will be closed.

### **Mixed age couple in receipt of HB and other DWP legacy benefit – younger member of the couple is lead claimant of the legacy benefit**

Lorraine and Neil are a working age couple in receipt of working age HB and Job Seekers Allowance (Income Based) (JSA(IB)) continuously since 21 April 2018 and Neil reaches State Pension age on 15 May 2019. As Lorraine is the younger member of the couple and is the lead claimant on the JSA(IB) claim, they will continue to receive the JSA(IB) and HB until Lorraine reaches State Pension age or has a change in circumstances.

### **Existing mixed age couple tries to make a new claim to HB on or after 15 May 2019**

Where a mixed age couple tries to make a new claim to HB on or after 15 May 2019, they should be signposted to UC to make a claim for their ongoing housing support.

### **Mixed age couple in receipt of HB and other legacy benefit including Severe Disablement Premium (SDP), older member of the couple is lead claimant**

Alan and Lucy are a working age couple in receipt of working age HB and ESA(IR) continuously since 29 October 2018. As Alan is the older member of the mixed age couple and is the lead claimant on the ESA(IR) claim, DWP will contact Alan to inform him that his ESA claim includes SDP and therefore he will remain entitled to ESA after reaching State Pension age and therefore HB.

### **Mixed age couple in receipt of HB only**

Glen and Caroline are a working age couple who have been in receipt of working age HB only continuously since 17 March 2017. Glen reaches State Pension age on 6 July 2019. The LA will inform the claimant that their HB claim will close as they are now a mixed age couple. If the mixed age couple require continued assistance they should be signposted to make a new claim to UC. If the HB claim has not yet closed before the UC claim is made, then a 2-week transition to UC housing payment can be made.

### **Mixed age couple in receipt of HB with SDP**

Where a working age couple are in receipt of working age HB only and SDP and the older member of the couple reaches State Pension age becoming a mixed age couple on or after 15 May 2019, the mixed age couple will continue to receive working age HB.

The LA should signpost the claimant to the DWP working age SDP team if they need additional benefit support as they are ineligible to claim UC.



If you need free, independent and impartial advice - Citizens Advice Edinburgh will have a service near you.

Access to all our services can be achieved at your local bureau or by calling **0131 510 5510** or visiting [www.citizensadviceedinburgh.org.uk](http://www.citizensadviceedinburgh.org.uk)

<b>Bureaux Locations</b> <i>Appointments required outwith drop-in sessions</i>	<b>Outreach Services</b> <i>For details visit <a href="http://www.citizensadviceedinburgh.org.uk">www.citizensadviceedinburgh.org.uk</a></i>
<b>City Centre</b> 58 Dundas Street, EH3 6QZ Drop-ins Wed 13:30-16:00 and Fri 09:10 – 13:00	<b>GP Surgeries:</b> Bellevue, Craigmillar, Ladywell (East&West) Inchpark, South Queensferry and Westerhailes
<b>Leith</b> 23 Dalmeny Street, EH6 8PG Drop-ins Mon-Fri 09:30 – 12:30	<b>Hospitals:</b> Western General and Edinburgh Royal Infirmary
<b>Portobello</b> 8a Bath Street, EH15 1EY Drop-ins Tue 09:30-12:30 and Thu 09:30 – 12:30	<b>Sheriff Courts:</b> In Court Advice and Mediation
<b>Gorgie/Dalry</b> 137 Dundee Street, EH11 1BG Appointments only	<b>Community Centres:</b> Tollcross Hub, Craigmillar Neighbourhood Alliance (White House), Oxfangs Neighbourhood Centre, Goodtrees Neighbourhood Centre, Veterans 1 <sup>st</sup> Point
<b>Pilton/Muirhouse</b> 31-33 Pennywell Road, EH4 4PJ **Opening July 2019**	<b>Home Visiting Services:</b> Available for people with reduced mobility or health issues and for specialist Home Energy Advice
<b>Evening Clinics</b>	
Gorgie/Daly Bureau Legal Clinic every Monday from 17:30 – 19:00 Leith Bureau Employment and Legal Clinic every Tuesday from 17:30 – 19:00 Dundas Street Bureau General and Legal Clinic every Wednesday from 18:00 – 20:00	
<b>Telephone Advice</b>	
Universal Credit – 0800 023 2581 - EU Settlement – 0800 916 9847 Financial Health and Budgeting – 0800 085 7145 – NHS Patient Advice 0800 917 2127 Pension Wise - 0800 138 3944 and for General Advice - 0808 800 9060	
<b>Dedicated and Specialist Advisers</b>	
We have dedicated specialist in Universal Credit, Benefit Appeals, Debt, Employment, Immigration, Housing and Home Energy, who your adviser may refer you onto.	

Debt Advice

Debt Advice	2018/19	2017/18	2016/17	2015/16	2014/15
Number of Enquiries by Funded Agencies	5816	5836	6,596	6,588	7,209
Level of Problematic Debt dealt with by Funded Agencies	£7,385,159	£6,816,501	£2m	£2m	£360,000
Number of People assisted by Advice Shop	Enquiries- 309 New Cases- 297	Enquiries- 471 New Cases- 369	Enquiries -422 New Cases- 472	Enquiries - 2436 New Cases- 1153	Enquiries - 3013 New Cases- 1148
Level of Problematic Debt dealt with by Advice Shop	£2.3m	£2.5m	£2.66m	£11.4m	Not available

Benefit Tribunals Representation

Benefit Tribunals	2018/19	2017/18	2016/17	2015/16	2014/15
Number of tribunals represented by funded Advice Services	459	514	995	738	500
Number of tribunals represented by the Advice Shop	394	477	Inc. in above	Inc. in above	Inc. in above

Welfare Rights Advice

Welfare Rights Advice	2018/19	2017/18	2016/17	2015/16	2014/15
Number of enquiries dealt with by external funded agencies	13,285	13,851	12,896	15,228	14,145
Increased income gained for clients using funded agencies	£6m	£5.6m	£4.8m	£5.7m	£3m
Increased income gained for clients using the Advice Shop	£11.6m	£12.4m	£14.4m	£10.2m	N/ A

**Benefit Cap Data**Tenure – Mainstream (Council)

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	23	£19.38
£30.01 - £50.00	25	£39.29
£50.01 - £75.00	9	£61.99
£75.01 - £100.00	9	£88.66
£100.01 - £150.00	8	£121.48

Tenure – Private

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	22	£16.42
£30.01 - £50.00	14	£36.82
£50.01 - £75.00	7	£57.01
£75.01 - £100.00	17	£87.60
£100.01 - £150.00	14	£115.28
£150.01 +	10	£182.52

Tenure – Homeless

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	7	£16.48
£30.01 - £50.00	4	£43.96
£50.01 - £75.00	17	£62.42
£75.01 - £100.00	4	£92.12
£100.01 - £150.00	48	£122.08
£150.01 - £200.00	9	£177.47
£200.01 - £300.00	37	£255.79
£300.01 - £400.00	23	£344.70
£400.01 - £500.00	11	£439.49
£500.01 +	2	£535.57

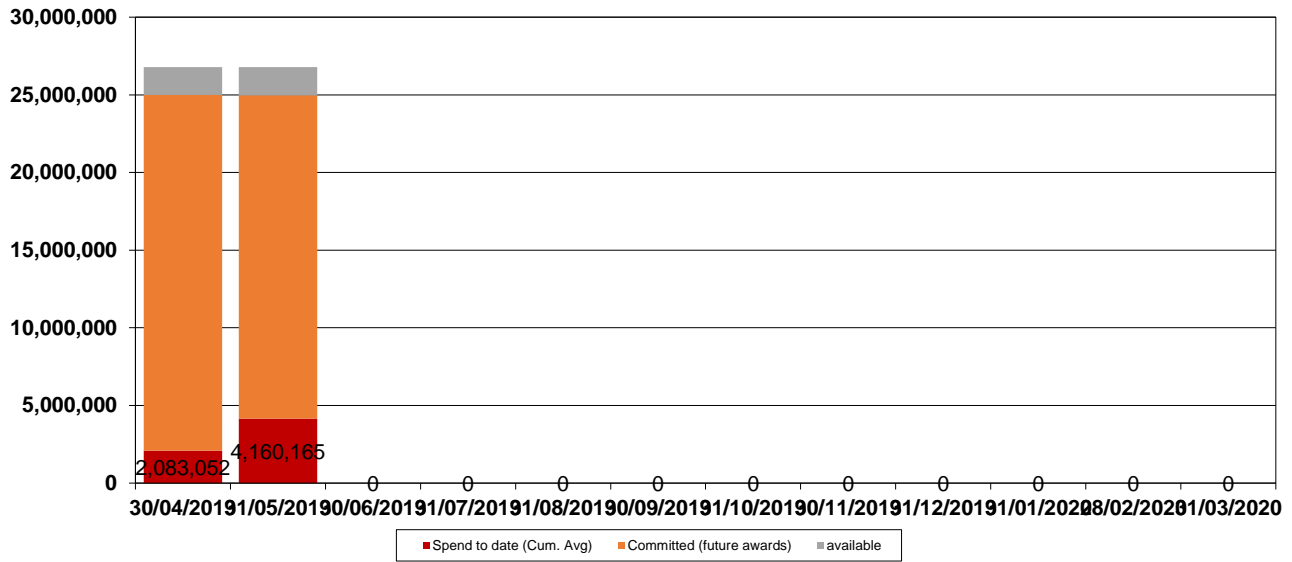
**Benefit Cap Data (Contd)**Tenure - PSL

Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	35	£13.22
£30.01 - £50.00	44	£39.11
£50.01 - £75.00	28	£64.79
£75.01 - £100.00	5	£85.58
£100.01 - £150.00	9	£117.04
£150.01 - £200.00	8	£171.24
£200.01 +	3	£224.43

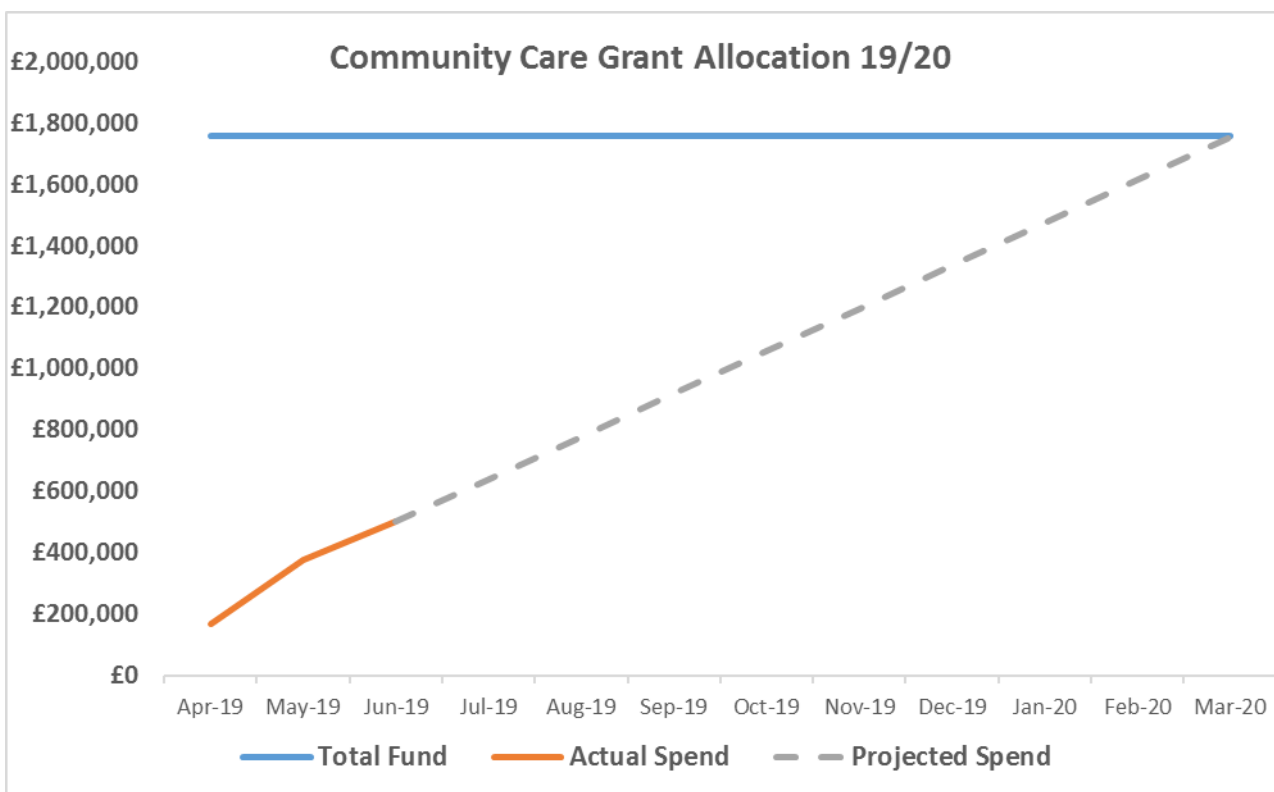
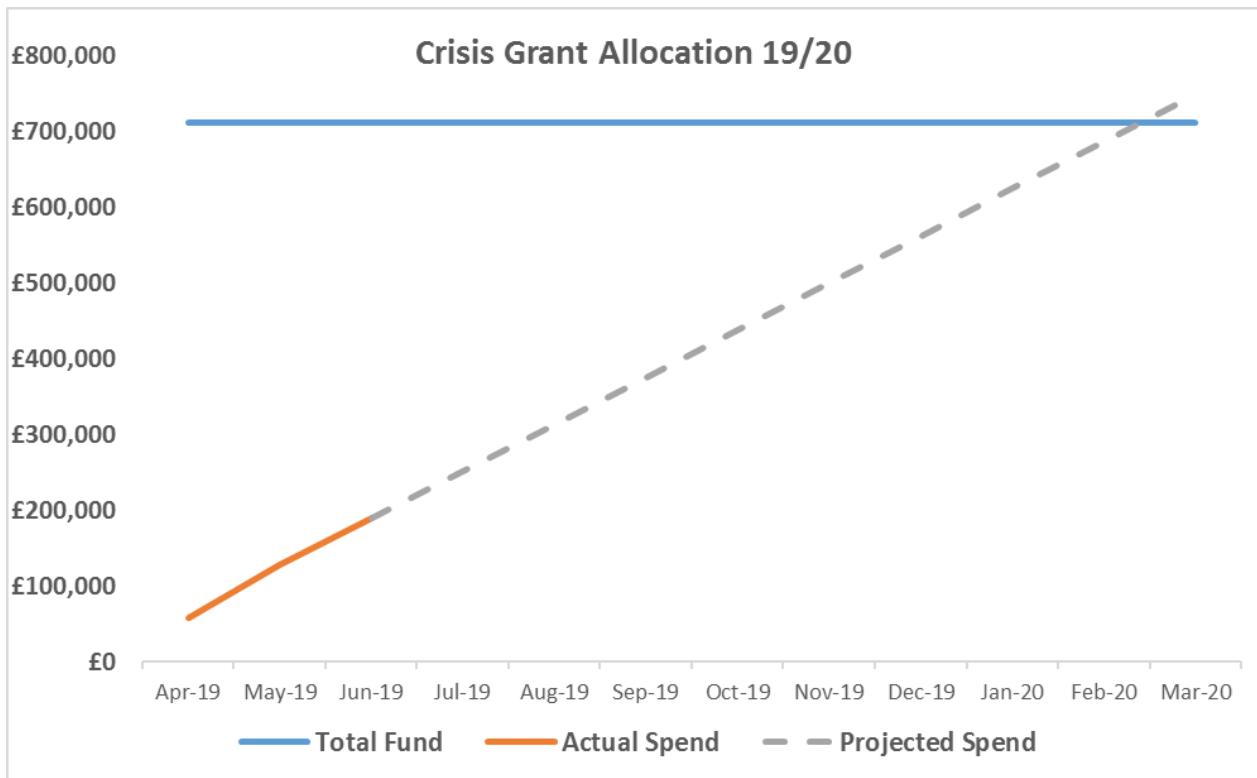
Tenure – HA

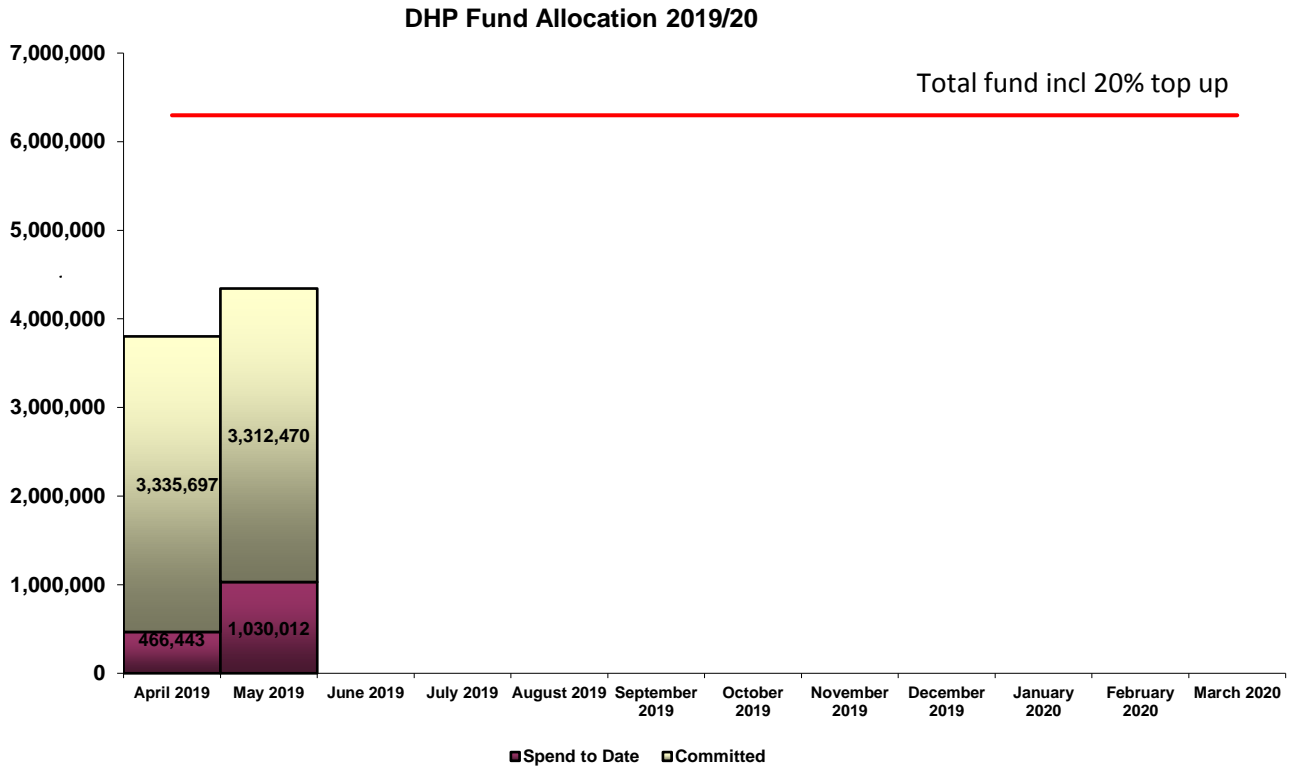
Average Weekly Loss in Benefit	Number of Households within range	Average Weekly Loss Within Range
£0.01 - £30.00	13	£16.44
£30.01 - £50.00	2	£36.45
£50.01 - £75.00	3	£63.72
£75.01 - £100.00	5	£91.24
£100.01 - £150.00	2	£117.49

### CTRS Distribution 2019/20









# Policy and Sustainability Committee

10.00am, Tuesday, 6 August 2019

## Policy Assurance – Strategy and Communications Division

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 To note the status update for the policies outlined in the appendix to this report.
- 1.2 To delegate authority to the Chief Executive to make such minor adjustments to policies outlined in appendix one as necessary to ensure relevancy.

**Andrew Kerr**

Chief Executive

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

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## Policy Assurance – Strategy and Communications Division

### 2. Executive Summary

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- 2.1 This report provides an update on the status of the current policies within the Strategy and Communications Division.

### 3. Background

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- 3.1 Council policies are key governance tools. Developing, implementing and following these policies helps to achieve the Council's vision and objectives. They are critical to the Council's operations and ensure that statutory and regulatory obligations are met in an efficient, transparent and accountable manner.
- 3.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all Council policies are easily accessible, are created and reviewed in a consistent manner, and to an appropriate standard. This includes the development of a comprehensive register of Council policies and the introduction of a policy template to provide a standardised format in terms of content and style.

### 4. Main report

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- 4.1 A critical element of the policy framework is to ensure that all Council policies remain fit for purpose. This requires each policy owner to review their policy on a regular basis. Strategy and Communications have a number of policies that are undergoing significant change due to new legislation or a new approach by the Council. As a result, the appendix to the report highlights those policies requiring further change and the expected review date.
- 4.2 The General Data Protection Regulations came into effect on 25 May 2018 and the information governance, information rights and managing personal data policies were reviewed to reflect the requirements of the new legislation.
- 4.3 Following this significant legislative change and consultation with services, it is the intention to reduce the information governance policies to one over-arching

information governance policy with supporting standards and procedures by December 2019. This aims to create a policy that is transparent, links all information governance policies, is flexible in its approach but robust in its regulatory obligations and that is easily accessible for staff and the public.

- 4.4 An independent audit of Council activity on sustainability and climate change was conducted by the Edinburgh Centre for Carbon Innovation and reported to the Corporate Policy and Strategy Committee on 4 December 2018. The intention is that the Resource Use Policy and the Fair-Trade Policy will be reviewed as part of the Council's approach to sustainability and will be considered initially by the Sustainability Programme Board.
- 4.5 Minor amendments such as job title changes are necessary to the Civic Hospitality Policy and the Complaints and Managing Customer in a Fair and Positive Way. Otherwise these policies have been reviewed and remain fit for purpose.
- 4.6 The Whistleblowing Policy was amended in May 2019 to take account of legislative changes and best practice. All proposals were developed in consultation with recognised trade unions and the Council's Monitoring Officer.

## **5. Next Steps**

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- 5.1 Strategy and Communications' policies will be reviewed and submitted to the appropriate committee for approval as outlined in the appendix to this report.

## **6. Financial impact**

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

## **7. Stakeholder/Community Impact**

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- 7.1 This report ensures compliance with the guidance set out in the policy framework to consistently review the Council's policies.

## **8. Background reading/external references**

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- 8.1 Corporate Policy and Strategy Committee 3 September 2013 – [Review of Council Policy](#)
- 8.2 Governance, Risk and Best Value Committee 22 May 2014 – [Review of Council Policy: up-date](#)

## 9. Appendices

### Appendix 1 - Strategy and Communications policies

#### Appendix One

<b>Policy Title</b>	<b>Status</b>	<b>Next Review Date</b>
Archives	Rationalise into one overarching information governance policy	December 2019
Information Governance	Rationalise into one overarching information governance policy	December 2019
Information Rights	Rationalise into one overarching information governance policy	December 2019
Managing Personal Data	Rationalise into one overarching information governance policy	December 2019
Records Management	Rationalise into one overarching information governance policy	December 2019
Re-use of Public Sector Information Policy	Rationalise into one overarching information governance policy	December 2019
Data Quality	To be reviewed as part of the wider review of Information Governance policies	December 2019
Complaints Policy	Up to date – minor amendments only	August 2020
Manging Customer in a Fair and Positive Way	Up to date – minor amendments only	August 2020
Civic Hospitality Policy	Up to date – minor amendments only	August 2020
Whistleblowing Policy	Reviewed by the Finance and Resources Committee in May 2019	May 2020
Fair Trade Policy	To be reviewed as part of the Council's approach to sustainability	To be confirmed within the wider sustainability programme
Resource Use Policy	To be reviewed as part of the Council's approach to sustainability	To be confirmed within the wider sustainability programme

# Policy and Sustainability Committee

10.00am, Tuesday, 6 August 2019

## Policies – Assurance Statement - Customer

Routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 To note that the Council policies detailed in this report have been reviewed and are considered as being relevant and fit for purpose.

**Stephen S. Moir**

Executive Director of Resources

Contact: Nicola Harvey, Head of Customer and Digital Services,  
Customer and Digital Services, Resources Directorate

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## Policies – Assurance Statement - Customer

### 2. Executive Summary

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- 2.1 Council policies are key governance tools. They help realise the Council’s vision, values, pledges and outcomes, and are critical to the Council’s operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner.
- 2.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all current Council policies are easily accessible, and are created, revised and renewed in a consistent manner and to an agreed standard.
- 2.3 To ensure that Council policies remain current and relevant, all Council Directorates are required to review policies on an annual basis. This report provides an assurance update on key policies within the Customer Team of the Customer and Digital Services Division of the Resources Directorate. The report encompasses: Corporate Debt Policy, Discretionary Housing Payments Policy, Council Tax Policies (second homes and empty properties) and Non Domestic Rates Policy (Discretionary Relief).

### 3. Background

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- 3.1 Council policies are key governance tools. They help realise the Council’s vision, values, pledges and outcomes, and are critical to the Council’s operations, ensuring that statutory and regulatory obligations are met in an efficient and accountable manner.
- 3.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all current Council policies are easily accessible, and are created, revised and renewed in a consistent manner and to an agreed standard. This included the development of a comprehensive register of Council policies and introduction of a policy template to provide the Council with a standardised format in terms of content and style.



## **4. Main report**

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- 4.1 A critical element of the policy framework is to ensure that all Council policies are fit for purpose. This requires each directorate to review, on an annual basis, all policies relevant to their services, and to provide the necessary level of assurance.
- 4.2 This report confirms that the policies listed in the appendix have been reviewed by directorate senior management and are considered fit for purpose.
- 4.3 Some policies require minor adjustments to ensure on-going currency and accuracy (for example, change in legislation). Any changes are noted and detailed where appropriate.
- 4.4 All Council policies are available through an interactive directory on the Council's website.

## **5. Next Steps**

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- 5.1 The Customer Team will continue to ensure that Council policies in their remit are current and accurate.

## **6. Financial impact**

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- 6.1 There are no direct financial impacts as a result of this report.

## **7. Stakeholder/Community Impact**

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- 7.1 Consultation was undertaken with directorates and divisions as part of the development of a policy framework for the Council.

## **8. Background reading/external references**

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- 8.1 [Corporate Policy and Strategy Committee Report 3 September 2013 – review of Council Policy](#)
- 8.2 [Governance, Risk and Best Value Committee Report 22 May 2014 – Review of Council Policy: up-date](#)
- 8.3 [Corporate Policy and Strategy Committee Report 7 August 2018 – Policy Assurance](#)

## **9. Appendices**

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Appendix 1 – Assured Policies

## Appendix 1 – Assured Policies

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<b>Policy title:</b>	<a href="#">Corporate Debt Policy</a>
<b>Approval date:</b>	Last update and review 07/08/2018
<b>Approval body:</b>	Corporate Policy and Strategy Committee
<b>Review process:</b>	Annual review taking account of changes in legislation, service improvements, regulations and wider policy initiatives.
<b>Change details:</b>	No material changes in last 12 months, with minor updates relating to current Court Costs and fees. Policy remains fit for purpose.

<b>Policy title:</b>	<a href="#">Discretionary Housing Payments Policy</a>
<b>Approval date:</b>	Last update 07/08/2018
<b>Approval body:</b>	Corporate Policy and Strategy Committee
<b>Review process:</b>	Annual review (or sooner if deemed appropriate) by Customer Manager, with Corporate Policy and Strategy Committee to approve any material changes.
<b>Change details:</b>	No change in last 12 months and policy remains fit for purpose

<b>Procedure title:</b>	<a href="#">Council Tax Empty Properties Procedure</a>
<b>Approval date:</b>	Last update 07/08/2018
<b>Approval body:</b>	Finance and Resources Committee
<b>Review process:</b>	<p>The Scottish Government and the City of Edinburgh Council are committed to encouraging owners to return long term empty properties back to the market and increase the supply of affordable housing.</p> <p>On 21 March 2013 the Finance and Resources Committee approved a revised charging procedure designed to reduce the number of empty properties in the city. Further adjustments were made in 2015 to support the supply of affordable housing.</p> <p>This procedure is reviewed in line with legislative changes and is operating effectively.</p>
<b>Change details:</b>	No change in last 12 months and policy remains fit for purpose

<b>Procedure title:</b>	<a href="#">Council Tax Procedure for Second Homes</a>
<b>Approval date:</b>	Last update 07/08/2018
<b>Approval body:</b>	City of Edinburgh Council
<b>Review process:</b>	In November 2016 the Scottish Government amended the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013 by implementing The Council Tax (Variation for Unoccupied Dwellings) (Scotland) Amendment Regulations 2016. This gave local authorities discretion to remove second home discounts. This procedure is reviewed in line with legislative changes and is operating effectively
<b>Change details:</b>	No change in last 12 months and policy remains fit for purpose

<b>Procedure title:</b>	<a href="#">NDR Discretionary Rating Relief</a>
<b>Approval date:</b>	Last update 22/01/2013
<b>Approval body:</b>	City of Edinburgh Council
<b>Review process:</b>	The power to grant DRR is governed by the provision of the Local Government (Financial Provisions etc) (Scotland) Act 1962. This procedure is reviewed in line with legislative changes and is operating effectively. The Committee is requested to review the existing Discretionary Rating Relief (DRR) policy and agree a revised policy for the next 5 years. An amendment linked to the Barclay Review for Empty Property Rating Relief is anticipated and committee will be updated accordingly.
<b>Change details:</b>	No change in last 5 years and policy remains fit for purpose.

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# Policy and Sustainability Committee

10.00am, Tuesday, 06 August 2019

## Contact Centre Performance: April – June 2019

Item number	
Routine	
Wards	ALL
Council Commitments	

### 1. Recommendations

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- 1.1 It is recommended that Committee notes current performance trends within the Contact Centre and;
- 1.2 ongoing improvement activities to ensure that Council services are easy to access, and citizen queries and complaints are dealt with effectively.

**Stephen S. Moir**

Executive Director of Resources

Contact: Nicola Harvey, Head of Customer and Digital Services,

Customer and Digital Services Division, Resources Directorate

E-mail: [nicola.harvey2@edinburgh.gov.uk](mailto:nicola.harvey2@edinburgh.gov.uk) | Tel: 0131 469 5006

## Contact Centre Performance: April - June 2019

### 2. Executive Summary

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- 2.1 The report details Contact Centre performance for the period April - June 2019 and outlines associated service improvement activities.

### 3. Background

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- 3.1 Committee receives regular updates on Contact Centre performance, trends, and ongoing service improvement activities. This report covers a 3 month period from April 2019 to June 2019 and the data is based on a call performance target of 60% of calls answered within 60 seconds, as agreed by Committee in August 2018.

### 4. Main report

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#### 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 and web chat.

#### 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; further recovery action to support Council Tax collection rates, staff training in preparation for the registration of Garden Waste, supporting council wide improvement programmes and further developments on our online offering. The Council Tax and Scottish Welfare Fund services continued to experience increased contact levels. Where possible Contact Centre resource was reallocated to meet service demands 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:
- Total calls answered for April to June 2019 was 164,399, a reduction on the same period in 2018 (183,202 calls handled).

- 26 of 35 (74%) service lines achieved the 60% of calls answered within 60 seconds service level target in the current reporting period. A further 4 lines achieved a 50% or higher service level.
- 28 of our 35 lines were within the 10% call abandonment tolerance target with 25 lines achieving the 8% stretch tolerance target.
- 24 of our 35 lines reported an improvement in average handling time (AHT). The AHT for all lines remained consistent at 347 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. This activity helps reduce the number of required outbound and follow up calls. This and other forecasting activities are being supported by a dedicated Workforce Planning team.
- The quality of service provided by the Contact Centre is measured via an assessment of contact adviser performance against a series of set criteria covering both technical and soft skills. For the last 3 months the Contact Centre has scored 95%, against a target of 80%, demonstrating a consistency of performance and positive quality of service outcomes.
- Social Media (Twitter contact), saw a 19% percent increase with 25,854 tweets being received between April and June 2019, compared with 21,713 for the same period in 2018. This demonstrates citizen's appetite to use other contact channels for servicing enquiries and aligns with our digital transformation goals.
- During the current reporting period the team handled 1367 European Election calls. This was supported by existing headcount and resulted in some additional pressure for other lines of business.
- Flash flooding on Monday 24 June, demonstrated how weather conditions can have a detrimental impact on services. Twitter saw an increase of 59% compared to contact received on the previous Monday and critical services saw a significant spike in calls; Clarence 367% increase, Property Helpdesk 70%, Central Emergency Services 330% and Repairs Direct 55% when measured against the previous Monday's volumes. Resource was reallocated to support key service lines.

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 is 83% (public-sector industry customer satisfaction standard is 75%) and all feedback is reviewed and action taken to address service gaps, improve the overall experience and share existing best practice.

4.5 Complaint levels remain comparatively low, with complaints recorded against contact centre activity equating to less than 1% of calls handled by the Contact Centre in the 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 and expectations are given to citizens.

## Ongoing Projects and Improvement Activities

- 4.6 Following the appointment of a Senior Quality and Planning Manager 'deep dive' performance sessions have been held and improvement targets for each line within the Contact Centre Team are being reviewed.
- 4.7 The Scottish Welfare Fund, Council Tax, and NDR lines continue to experience service pressures during the current reporting period. To address these pressures additional resource was recruited and advisors in this area continue to be multi skilled to ensure that the team is as flexible as possible to tackle emerging issues. Council Tax performance was heavily impacted by this year's recovery runs, with calls offered recorded at 28,643 a slight increase on the same reporting period in 2018 (28,316 calls offered).
- 4.8 The NDR performance saw further improvement from 58% to 69% service levels, abandonment improved from 6.8% to 3.8% with wait time reducing from 2 minutes 12 seconds to 1 minutes 36 seconds.
- 4.9 The Scottish Welfare Fund (SWF) service level recorded a slight dip in performance to 46%, and abandonment levels remained within the 10% target at 8.8%. The team during this time received 4,536 applications against 4,567 applications received in the last reporting period. A detailed analysis of contact volumes was undertaken in May to June 2019 and this has resulted in resource being reallocated from teams with consistently high service level attainment, to the SWF team during peak periods of demand. This and other process improvements, including further training, call back facilities and website changes, are designed to improve the overall citizen experience. The initial pilot has proved successful with improved performance across these lines. This area will continue to be closely monitored and a progress update will be provided in the next Committee report
- 4.10 Performance in the Repairs Direct team, as referenced in previous Committee reports, has continued to be a key focus area for the Customer Contact team with a joint improvement action plan in place. Recent performance trends show month on month improvements in 2019, with a further 19% improvement on our last reporting period, a reduction in abandoned calls to 4.3% and a further reduction in wait times.
- 4.11 Social Care Direct lines all exceeded the 60% target in the current reporting period with Children and Families professional services achieving 82%, Children and Families public services 78%, Professional Adult support at 76% and Public Adult support at 69%.
- 4.12 The Contact Team continues to implement changes to improve the overall citizen and service user experience. The use of technology continues to play an important role and following the successful introduction of webchat in waste services, Repairs Direct is now live providing tenants with another channel to make contact. Another development in the use of technology is the Chatbot roll out planned for our social media channels. This will support appropriate automated engagements and will be piloted in Revenue and Benefit services in summer 2019, with further plans to roll out to the waste and environmental services in autumn 2019. This will also be complemented by 'how to' videos for citizens that will focus on high volume online self-service activities.



- 4.13 Email engagements are now being migrated to the Mitel Platform. This will allow for the more effective routing of emails and deliver improved volumetric information, enhanced forecasting and performance tracking.
- 4.14 The Contact Centre is also continuing to add online forms and appropriate self-serve functionality. This includes a refresh of the self-service terminals that are situated in the Council's local offices. These initiatives will ensure that resource is effectively allocated to those services and citizens that require agent or face to face interaction and more direct support.
- 4.15 These activities are being progressed in conjunction with the rollout of a comprehensive customer relationship management (CRM) system, which is scheduled for later in 2019. This investment, which is a planned and budgeted change project as part of the Council's ICT partnership with CGI, will simplify the citizen and service user experience by making it easier to log and track service requests.
- 4.16 In June 2019 cash handling services at the local offices were streamlined as part of planned and Council approved savings and this service is only now provided at High Street and Wester Hailes. This change was successfully delivered and customers have quickly adopted the wide range of alternative payment options, including cash payments at the large number of Allpay sites across the city. The Contact teams in the local offices are also using technology and data analysis to ensure that resources are allocated to best meet service demand. This summer we will be introducing more structured service advice sessions and reduced opening times in a small number of offices to better reflect footfall trends. In addition, Customer Contact staff will provide support, on a rotating basis, at locations out with the normal local office settings to assist citizens with changes and how to use online forms and access services. These changes have been developed in consultation with the Council's Locality Managers, key service teams including Housing, and external agencies such as the Edinburgh Tenant's Federation.
- 4.17 During the current reporting period the Contact Centre has also taken responsibility for the Debt Recovery lines previously managed by the Transactional Team within Customer and Digital Services. Our next committee report will include these lines as part of our performance reporting.

## **5. Next Steps**

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- 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 2019 to better improve the citizen experience and to help achieve further saving targets.

## 6. Financial impact

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- 6.1 The Contact Centre Team is projected to deliver a further 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 services will also be considered in areas, e.g. interaction with businesses.

## 7. Stakeholder/Community Impact

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- 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 uses a broad range of feedback and citizen groups to support service development and improvement.

## 8. Background reading/external references

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- 8.1 [Customer Performance Update January – March 2019](#) - Report to Corporate, Policy and Strategy, May 2019
- 8.2 [Customer Performance Update October - December 2018](#) - Report to Corporate, Policy and Strategy, February 2019
- 8.3 [Customer Performance Update July – September 2018](#) - Report to Corporate, Policy and Strategy, December 2018
- 8.4 [Customer Performance Update January – June 2018](#) - Report to Corporate, Policy and Strategy, August 2018
- 8.5 [Customer Performance Update: July – December 2017](#) – Report to Corporate, Policy and Strategy, February 2018
- 8.6 [Contact Centre Performance Update: April to July 2017 - Report to Corporate Policy and Strategy Committee, October 2017](#)
- 8.7 [Minute of Council Meeting 24 August 2017](#) – Automated Service – Customer Journey, Motion by Councillor Johnston
- 8.8 Report to Corporate Policy and Strategy Committee, 28 March 2017 – [Customer Contact Update](#)

8.9 Report to Corporate Policy and Strategy Committee, 8 November 2016 – [General Switchboard and Website Enquiries](#)

## **9. Appendices**

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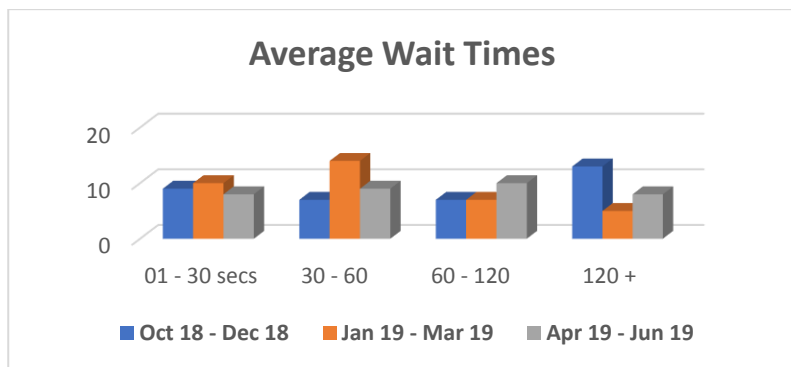
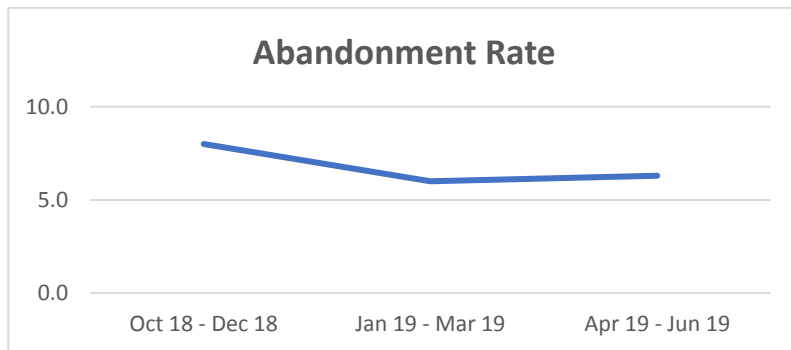
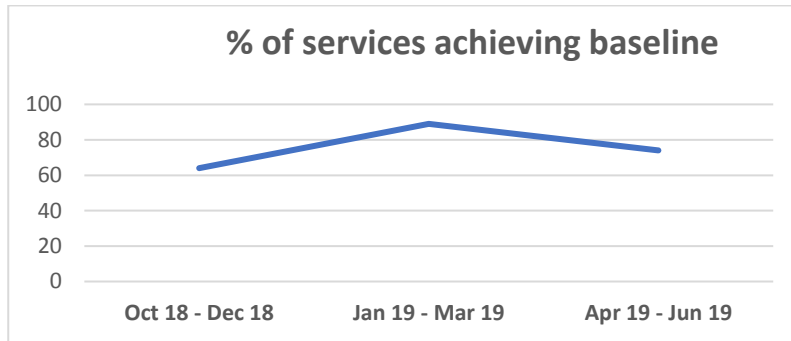
Appendix 1 – Customer Centre Performance Data

## Contact Centre - Performance Data

Contact Activity & Timescale	% Calls answered within 30 seconds SLA target of 60%			Trend Jan – Mar 19 / Apr – Jun 19	Abandonment target – not exceed 10%, with a stretch target of 8%					Average Wait Times			
	Oct – Dec 18	Jan – Mar 19	Apr – Jun 19		Oct – Dec 18	Jan – Mar 19	Apr – Jun 19– Jun 19	Total Calls Handled	Trend Jan – Mar 19 / Apr – Jun 19	Oct – Dec 18	Jan – Mar 19	Apr – Jun 19	Trend Jan – Mar 19 / Apr – Jun 19
Anti-Social Behaviour	85%	98%	95%	▼	5.5%	1.1%	0%	59	▼	00:36	00:08	00:23	▲
Central Emergency Serv	73%	76%	74%	▼	7.4%	5.4%	7%	6023	▲	01:04	00:58	01:19	▲
C & F Professional Child	79%	81%	82%	▲	4.7%	4.2%	3.7%	1652	▼	00:43	00:38	00:37	▼
C & F Public Child	74%	76%	78%	▲	6.6%	4.7%	3.9%	2038	▼	01:02	00:48	00:42	▼
SCD Emergency	88%	86%	80%	▼	3.1%	3.9%	3.6%	186	▼	00:27	00:27	00:36	▲
Clarence	57%	78%	52%	▼	12.4%	4.5%	13.6%	2626	▲	01:43	00:41	02:06	▲
Council Tax	48%	56%	42%	▼	9.8%	7.4%	10.5%	25637	▲	03:58	02:54	04:09	▲
Benefits	65%	65%	61%	▼	3.4%	3.9%	4.7%	7733	▲	02:06	02:11	02:26	▲
NDR	50%	58%	69%	▲	9.4%	6.8%	3.8%	1447	▼	03:09	02:12	01:36	▼
Customer Care	87%	94%	94%	↔	1.6%	0.6%	0.9%	4336	▲	00:32	00:15	00:16	▲
Food Bank	62%	67%	63%	▼	11.2%	9.6%	10.1%	1635	▲	01:48	01:48	01:58	▲
Emergency Home Care	91%	93%	85%	▼	3.7%	6.5%	11.4%	294	▲	00:17	00:12	00:28	▲
Emergency Home Care	89%	88%	87%	▼	4.1%	4.2%	3.2%	1096	▼	00:19	00:25	00:26	▲
Emergency Social Work	90%	91%	88%	▼	4.1%	3.3%	5.1%	5243	▲	00:22	00:21	00:30	▲
Interpretation	100%	100%	43%	▼	0%	0%	42.9%	4	▲	00:07	00:05	01:54	▲
ITS Daytime	91%	86%	94%	▲	2.9%	6.2%	3.3%	695	▼	00:22	00:32	00:17	▼
1 Edinburgh	56%	77%	55%	▼	11.3%	3.8%	9.7%	5386	▲	01:55	00:46	02:00	▲
Repairs Direct	16%	52%	71%	▲	43.8%	11.5%	4.3%	19754	▼	11:39	02:36	01:09	▼
Repairs Planners	87%	83%	91%	▲	3%	3.7%	1.7%	11231	▼	00:24	00:35	00:20	▼
SCD Professional Adult	83%	77%	76%	▼	7.3%	3.5%	4.6%	561	▲	00:30	00:39	00:46	▲
SCD Public Adult	71%	69%	69%	↔	8.2%	7.4%	8.1%	10120	▲	01:17	01:18	01:24	▲
Scottish Welfare Fund	48%	47%	46%	▼	11.3%	8.5%	8.8%	9381	▲	04:35	03:24	04:05	▲
Repairs - Tradesman	52%	64%		▲	12.1%	8%		8966	▼	02:14	01:23		▼
Repairs - Quality Care	38%	60%	73%		8.9%	4.2%	5.3%			03:18	01:51	01:02	
Waste Special Uplifts	42%	69%	50%	▼	8.9%	3%	5.8%	3833	▲	04:00	01:17	02:45	▲
Waste	67%	90%	75%	▼	5.5%	1%	2%	4036	▲	01:53	00:20	01:00	▲
Environment	45%	78%	56%	▼	9.9%	2%	5.8%	2518	▲	03:23	00:44	02:01	▲
Missed Collections	63%	86%	75%	▼	6.5%	2.2%	3.3%	1927	▲	02:29	00:23	01:01	▲
FM Helpdesk	93%	97%	88%	▼	2.6%	1.4%	4.2%	3365	▲	00:12	00:08	00:21	▲
Building Standards	47%	64%	44%	▼	14.2%	5%	11.5%	1772	▲	02:35	01:22	02:56	▲
Planning	49%	67%	48%	▼	15.1%	5.4%	10.6%	1576	▲	02:22	01:21	02:35	▲
PBS Building Payments	56%	80%	72%	▼	13.7%	4.3%	5.7%	1676	▲	02:11	00:36	01:02	▲
North East Locality	78%	82%	75%	▼	4.1%	3.3%	4.9%	3862	▲	00:39	00:32	00:44	▲
North West Locality	79%	81%	75%	▼	4.4%	3.3%	4.2%	5526	▲	00:37	00:33	00:43	▲
South East Locality	78%	81%	75%	▼	4.6%	4%	4.4%	4471	▲	00:39	00:33	00:44	▲
South West Locality	78%	81%	76%	▼	4.2%	3.7%	4.1%	3734	▲	00:38	00:33	00:44	▲

## Contact Centre Performance Overview

### Performance Measures



### Commentary

- 26 lines achieved 60% service level (a further 4 lines achieved 50% or above service level).
- 7 of the 26 lines achieving service showed an improved trend and plans in place to further improve
- Total calls answered for April - June 2019 was 164,399

- Overall Call abandonment rate remained static at 6.3% this reporting period, exceeding our stretched target. The Contact Centre is answering 93.7% of all calls received.
- 28 lines are achieving the 10% or below calls abandonment threshold target with 25 lines achieving the 8% stretch target. 10 lines show an improved trend

- 7 lines show an improving trend seeing a reduction in average wait times.
- 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.

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# Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 August 2019

## McCrae's Battalion Trust: Commemorative Service at Contalmaison Cairn – 1 July 2019

Executive/routine

Wards

Council Commitments

City Wide

### 1. Recommendations

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- 1.1 To retrospectively approve the attendance of the Deputy Lord Provost at the Commemorative Service at Contalmaison on 1<sup>st</sup> July 2019.

**Andrew Kerr**

Chief Executive

Contact: Norma Cuthbertson, Executive Assistant to the Lord Provost

E-mail: [lord.provost@edinburgh.gov.uk](mailto:lord.provost@edinburgh.gov.uk) | Tel: 0131 529 4430

## McCrae's Battalion Trust: Commemorative Service at Contalmaison Cairn – 1 July 2019

### 2. Executive Summary

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- 2.1 The Council supported the Hearts Great War Memorial Committee by providing a £5,000 grant towards the cost of a cairn at Contalmaison to commemorate the 15<sup>th</sup> and 16<sup>th</sup> Battalions of the Royal Scots at the Battle of the Somme. The Council was also represented at the unveiling ceremony in 2004. The Council has been represented at each of the annual commemorative ceremonies.

### 3. Background

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- 3.1 The Council is invited each year by McCrae's Battalion Trust to attend the annual commemorative ceremony.

### 4. Main report

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- 4.1 The Council supported the Hearts Great War Memorial Committee by providing a £5,000 grant towards the cost of a cairn at Contalmaison to commemorate the 15<sup>th</sup> and 16<sup>th</sup> Battalions of the Royal Scots at the Battle of the Somme. The Council was also represented at the unveiling ceremony in 2004.
- 4.2 The Council has been represented at each of the annual commemorative ceremonies and has received an invitation to be represented at this year's ceremony.
- 4.3 As the Lord Provost was unable to attend, retrospective approval is sought for the Deputy Lord Provost's attendance, following prior approval by the Coalition Leaders.

### 5. Next Steps

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- 5.1 The Committee will be notified in due course regarding proposals for the Contalmaison gathering in 2020.



## **6. Financial impact**

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- 6.1 Travel and accommodation is approximately £795.00 which can be met from the Strategy and Communications Divisional budget.

## **7. Stakeholder/Community Impact**

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- 7.1 There are no consultation or engagement requirements.
- 7.2 This recommendation is unlikely to impact on health and safety, governance, compliance or regulatory matters. There are also no equalities impacts arising from this visit.
- 7.3 Travel (return trip) from Edinburgh to Contalmaison will be by coach (a carbon footprint of 52kg CO<sub>2</sub>). Travel by coach is in keeping with the Council's approach to long distance travel options.

## **8. Background reading/external references**

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- 8.1 None

## **9. Appendices**

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- 9.1 None

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# Policy and Sustainability Committee

10am, Tuesday, 6 August 2019

## Edinburgh Krakow Co-operation

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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This report sets out the following recommendations for consideration:

- 1.1 The Committee is asked to note the interest from Krakow and the Polish Consulate in continuing to support strategic engagement between Edinburgh and Krakow.
- 1.2 The Committee is asked to support the hosting of the Mayor of Krakow for a programme of community events in Edinburgh in September and to support the extension of the Co-operation Agreement subject to the strategic principles contained in the Committee's Edinburgh International Activity Report.

**Andrew Kerr**  
**Chief Executive**

Contact: Gareth Dixon, Strategy and Insight Officer

E-mail: [gareth.dixon@edinburgh.gov.uk](mailto:gareth.dixon@edinburgh.gov.uk) | Tel: 0131 529 3044

# Report

## Edinburgh Krakow Co-operation

### 2. Executive Summary

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- 2.1 The report highlights to the Committee a recent request from the Mayor of Krakow and seeks agreement to continue international co-operation between the cities of Krakow and Edinburgh.

### 3. Background

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- 3.1 Edinburgh and Krakow have a history of agreements of cooperation and partnerships since 1995. The last agreement was renewed in 2014 for five years to 2019. The previous agreements between Edinburgh and Krakow have supported a range of sectoral interests including ongoing work with the Universities in both cities.

### 4. Main report

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- 4.1 The Mayor of Krakow wrote to the Lord Provost proposing a series of promotional and community events to take place in Edinburgh around the signing ceremony. A community cultural and business event showcasing Edinburgh Krakow connections is being organised for 20-21 September 2019. The civic costs to the Council for the events around the re-signing ceremony is estimated at up to £5,500. The cost of the events will be shared between the City of Krakow, the Polish Embassy and Consulate with a range of in-kind support in Edinburgh. The Council's contribution towards civic elements is containable within existing budget provision.

### 5. Next Steps

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- 5.1 The Committee is asked to support the hosting of the Mayor of Krakow for a programme of community events in Edinburgh in September and to support the extension of the Cooperation Agreement, a draft copy of the Agreement is included in Appendix 1.

## **6. Financial impact**

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- 6.1 The civic costs to be met by the City of Edinburgh Council is estimated at up to £5,500. The Council's financial contribution towards the civic elements are contained within the existing budget provision.

## **7. Stakeholder/Community Impact**

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- 7.1 The Council has set an ambitious net zero carbon target and committed to an ambitious sustainability programme of work. The carbon impact of these events cannot be known until the number of delegates travelling is fully understood. As part of the international activity plan the Council has committed to monitor the carbon footprint of future international programme travel and to take account of this as part of the sustainability programme. This will be reported as appropriate to the Policy and Sustainability Committee.

## **8. Background reading/external references**

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- 8.1 n/a

## **9. Appendices**

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- 9.1 Appendix 1 – Draft Edinburgh Krakow Cooperation Agreement 2019

## DRAFT AGREEMENT OF COOPERATION

between

**The City of Edinburgh Council, City Chambers, High Street, Edinburgh, United Kingdom (hereinafter referred to as Edinburgh)**

and

**The Municipality of Krakow, City Hall, Krakow, Republic of Poland (hereinafter referred to as Krakow)**

The cities of Krakow and Edinburgh have existing and long-standing historical and cultural links and wish to continue friendly relations.

This Agreement confirms mutual understanding between Edinburgh and Krakow and continues the former written and verbal Agreements which began in April 1995.

**Krakow and Edinburgh agree to build on these links for a further period of 5 years and agree to the following:**

- a) To support both cities' designations as UNESCO Cities of Literature and a programme of writer in residency and literary exchanges in cooperation with the Krakow and Edinburgh UNESCO City of Literature teams, in addition to mutually agreed activities within the UNESCO Creative Cities Network;
- b) To support and enrich community and cultural links with the Scottish Polish Cultural Association and the Polish Scottish Festival Association;
- c) To continue to support the exchange of experience and best practice in library provision and library outreach;
- d) To continue to support the exchange of experience and best practice in architectural and cultural heritage, and tourism management;

- e) To support the enrichment of cultural and artistic life of both cities through the stimulation and support of mutual exchange between institutions and artists and joint engagement in the Festival City Network;
- f) To support academic collaboration, noting the partnership between the Jagiellonian University and the University of Edinburgh's medical school, and UNA Europa, the consortium of 7 European Universities, including the University of Edinburgh and the Jagiellonian University, under the European Programme Erasmus+.
- g) to support business links between the Edinburgh Chamber of Commerce and the Krakow Branch of the British Polish Chamber of Commerce;

This Agreement does not in itself represent any financial responsibility with regard to expenditure or costs which may be related to activities themselves, details of which should be agreed and organised according to each specific exchange.

The Agreement will be valid for a period of five years from the date of signing and up to six months before its expiry, can be extended for a further period of five years, if neither city wishes to withdraw from the arrangement.

There are two original copies of the Agreement, each written in Polish and English. The English Language version is an accurate translation of the Polish version and vice versa, and each version has equal legal validity. Krakow and Edinburgh shall each retain one original copy of the Agreement.

On behalf of the City of Edinburgh  
Krakow

On Behalf of the City of

Signature

Signature

Date

Date

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