

# Notice of meeting and agenda

## Policy and Sustainability Committee

**10.00 am Thursday, 6th August, 2020**

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the live webcast.

### Contacts

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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 the Policy and Sustainability Committee of 23 July 2020 – submitted for approval as a correct record 9 - 34

## 5. Forward Planning

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- 5.1 Policy and Sustainability Committee – Work Programme 35 - 38
- 5.2 Policy and Sustainability Committee - Rolling Actions Log 39 - 86

## 6. Executive Decisions

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- 6.1 Police Partnership Performance and Activity Report: 1 October to 31 March 2020 – Report by the Executive Director for Communities and Families 87 - 114

<b>6.2</b>	Review of Political Management Arrangements – Report by the Chief Executive	115 - 128
<b>6.3</b>	Schools Re-opening - Update – Report by the Executive Director for Communities and Families	129 - 228
<b>6.4</b>	Community Centres and Libraries Reopening – Report by the Executive Director for Communities and Families	229 - 246
<b>6.5</b>	Re-opening of public conveniences – Report by the Executive Director of Place	247 - 256
<b>6.6</b>	Support for Local Businesses - Road Occupation Permits for Tables and Chairs – Report by the Executive Director of Place	257 - 262
<b>6.7</b>	Roseburn to Union Canal Active Travel Route and Greenspace Improvement – Report by the Executive Director of Place  (Note: Ward Councillors Dixon, Doran, Douglas, Fullerton, Graczyk, Miller, Mowat and Frank Ross have been called for this item)	263 - 274
<b>6.8</b>	Concept Masterplan for Waverley Station – Report by the Executive Director of Place	275 - 294
<b>6.9</b>	Updated Pedestrian Crossing Prioritisation 2020/21 – Report by the Executive Director of Place	295 - 310
<b>6.10</b>	Council Response to the Scottish Parliament's Inquiry into a Green Recovery – Report by the Chief Executive	311 - 322
<b>6.11</b>	Accounts Commission: Local Government in Scotland - Overview 2020 – Joint report by the Chief Executive and the Executive Director of Resources	323 - 380
<b>6.12</b>	Edinburgh Integration Joint Board Progress Report – Report by the Chief Officer, EIJB	381 - 388
<b>6.13</b>	Award of Contracts for Edinburgh Thrive “Get Help When	389 - 408

Needed” – Report by the Chief Officer, Edinburgh Health and Social Care Partnership

- 6.14** Domestic Abuse Policy Development 2019-2020 – Report by the Executive Director for Communities and Families 409 - 412  
(Note: Councillor Watt has been called for this item)

## **7. Routine Decisions**

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- 7.1** If any

## **8. Motions**

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- 8.1** By Councillor Lang - Council Support for Local Businesses

“Committee:

- 1) notes that, as of 21 July, the Council has paid out to local businesses £102.7m of the £111.5m allocated by the Scottish Government for business grants.
- 2) notes that it was suggested in the ‘Revenue Update 2020/21’ report to the meeting of the Policy and Sustainability Committee on 23 July that any underspend on the Business Grants Scheme, rather than being returned to the Scottish and/or UK Government, instead be made available to local authorities to support flexible, place-based local economic recovery, a role they are ideally placed to lead on.
- 3) notes that the ‘Supporting Local Businesses in Edinburgh’ report to the meeting of the full Council on 28 July called for a ‘Support for Local Business’ campaign in aid of traders in local town centres and high streets.
- 4) believes one of the best ways, if not the best way, to support local businesses to recover and thrive is through measures which actively encourage people to visit and spend money with those businesses.
- 5) therefore calls for officers to explore the feasibility of

issuing every Council taxpaying household a voucher or vouchers totalling £30 to be spent only with a small Edinburgh based businesses and for this to be funded from the underspend on the Business Grants Scheme.

- 6) agrees that the Leader of the Council should write to the Scottish Government to make the case for such a proposal.”

## **8.2** By Councillor Staniforth - The City's Relationship with Krakow

“Committee:

Notes that as of August 2019 the Policy and Sustainability Committee renewed the city’s relationship with Krakow.

Notes that the Lesser Poland Voivodeship, of which Krakow is part, has declared itself an ‘LGBT-free zone’.

Notes that the concept of an ‘LGBT-free zone’ is antithetical to Edinburgh’s values of tolerance, freedom and compassion.

Further notes that as a capital city Edinburgh has a role to play in extolling those virtues on the world stage.

Notes that in May 2019 the Mayor of Krakow created the Equal Treatment Council which included representatives of the LGBTQ+ community making it one of only two cities in Poland with such a body.

Therefore resolves that Edinburgh City will immediately contact Krakow to determine the City’s position regarding the wider ‘LGBT-free zone’ and that a short report should come to the next Policy and Sustainability Committee detailing options for further action to support the LGBTQ+ community there.”

## **8.3** By Councillor Day - Equality and LGBT + Rights

“Notes with concern, recent information relating to promotion ‘LGBT Free Zones in Lesser Poland Voivodeship’, and notes other issues of Human Rights violations in countries where the City of Edinburgh Council have friendship or twinning relationships.

Notes the Lord Provost has written to the Mayor of Krakow to clarify Krakow's opposition to the measures cited above and requests a report to Policy and Sustainability, following a response to the Lord Provost's approach outlining any additional support Edinburgh may offer to assist and support Krakow resist these policies.

Requests a review of the international strategy in autumn to include information on the how relationships can support the Council's Equalities Framework."

## **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 Kate Campbell, Councillor Nick Cook, 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 meeting will be held by Microsoft Teams and will be webcast live for viewing by members of the public.

## **Further information**

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If you have any questions about the agenda or meeting arrangements, please contact Jamie Macrae, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 553 8242 / 0131 529 4264, email [jamie.macrae@edinburgh.gov.uk](mailto:jamie.macrae@edinburgh.gov.uk) / [louise.p.williamson@edinburgh.gov.uk](mailto:louise.p.williamson@edinburgh.gov.uk).

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# Minutes

## Policy and Sustainability Committee

10.00 am, Thursday 23 July 2020

### Present

Councillors McVey (Convener), Day (Vice-Convener, items 1 - 19), Aldridge, Burgess (substituting for Councillor Staniforth, items 1 - 8), Kate Campbell, Cook, Gardiner, Gloyer (items 1 – 7, 9 – 11), Hutchison, Johnston (substituting for Councillor Webber, item 9), Lang (substituting for Councillor Gloyer, item 12 onwards), Macinnes, Main, McLellan, McNeese-Mechan (substituting for Councillor Rankin), Perry, Staniforth (item 9 onwards), Watt (substituting for Councillor Day, item 20), Webber (items 1 – 8, 10 onwards), Whyte, Wilson and Young (substituting for Councillor Gloyer, item 8).

### Added Members for Education items:

#### Parent Representative

Alexander Ramage

## 1. Minutes

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### Decision

To approve the minute of the Policy and Sustainability Committee of 9 July 2020 as a correct record.

## 2. Policy and Sustainability Committee Work Programme

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The Policy and Sustainability Committee Work Programme for 23 July 2020 was presented.

### Decision

- 1) To agree to include the City Mobility Plan in the work programme with the date that it would come to committee.
- 2) To otherwise note the work programme.

(Reference – Work Programme 23 July 2020, submitted.)

## 3. Policy and Sustainability 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 20(1)** – Decisions Taken under Delegated Power and Operational Decision Making - Covid-19
  - **Action 24(1)** – Tourism and Hospitality Sector Recovery Plan
  - **Action 29** – Public Lavatories- motion by Councillor Laidlaw
  - **Action 31(3)** – Schools Re-opening
  - **Action 37** - City of Edinburgh Council – Motion by Councillor Burgess – New School Session 2020-21
- 2) To agree to check the additional Scottish Government guidelines regarding access to community centres and consider options for providing access according to this guidance.
  - 3) To otherwise note the Rolling Actions Log.  
(Reference – Rolling Actions Log, submitted.)

#### **4. Adaptation and Renewal Programme Update**

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On 28 May 2020 it was agreed that the Adaptation and Renewal Programme would provide regular updates to the Policy and Sustainability Committee. This update was the third report to Committee on progress and covered decisions taken in period 15 June to 15 July 2020, the latest COVID-19 Dashboard and a general programme update.

##### **Decision**

- 1) To note the COVID-19 Response Dashboard outlined at Appendix 1 of the report.
- 2) To note the decisions taken to date under urgency provisions from 15 June 2020 to 15 July 2020 outlined at Appendix 2 of the report.
- 3) To note the overall programme update.
- 4) To agree to provide a short briefing note on the transport figures for Morningside Station.
- 5) To agree to provide an update to the Adaptation and Renewal APOG on discussions with the tourism sector and how this work would commit to a sustainability and fair work approach.

(References – Policy and Sustainability Committee, 28 May 2020 (item 4); report by the Chief Executive, submitted.)

#### **5. Engagement Through Adaptation and Renewal**

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The Council's approach to engagement and consultation through the Covid-19 adaptation and renewal period was summarised, including the council climate engagement plan which was due to continue, subject to the agreement of committee, with the launch of the Edinburgh Talks Climate Dialogue site on 27 July.

##### **Motion**

- 1) To agree the three phases of engagement activity on lessons learned from Covid-19, ensuring alignment of our renewal programme with the City Vision, and effectively implementing change (including engagement on budget). These were subject to funding being secured from partners and other external sources.
  - 2) To agree that officers considered the resumption of non-essential consultation activity as part of the Adaptation and Renewal programme and provided an update to committee on next steps in September.
  - 3) To note the Council was committed to an ongoing conversation and engagement with citizens on climate action and as such continued to develop its wider climate engagement plans.
  - 4) To agree the launch of the Edinburgh Talks Climate Dialogue site on 27 July 2020.
  - 5) To note the first engagement event with civic society was due to take place in March 2020 but would take place in August 2020 while outputs from the Climate Survey and the first Edinburgh Youth Summit on Climate would be circulated to elected members through the business bulletin.
  - 6) To note the options appraisal on deliberative engagement including citizens assemblies provided in the annex.
  - 7) To agree that the Council would continue with its current plans to deliver multiple city wide opportunities for citizen consultation and engagement, but would reconsider the proposals for further engagement infrastructure once the Poverty Commission published its final recommendations.
  - 8) To note that in the meantime, there was significant learning from national and other climate assemblies which would inform Council thinking.
- moved by Councillor McVey, seconded by Councillor Day

#### **Amendment 1**

- 1) To agree the three phases of engagement activity on lessons learned from Covid-19, ensuring alignment of our renewal programme with the City Vision, and effectively implementing change. In addition, a separate consultation to help to inform the budget process for 2021/22, given the unprecedented financial circumstances currently facing the Council. These would all be subject to funding being secured from partners and other external sources.
- 2) To agree that officers considered the resumption of non-essential consultation activity as part of the Adaptation and Renewal programme and provided an update to committee on next steps in September.
- 3) To note the Council was committed to an ongoing conversation and engagement with citizens on climate action and as such continued to develop its wider climate engagement plans.
- 4) To agree the launch of the Edinburgh Talks Climate Dialogue site on 27 July 2020.

- 5) To note the first engagement event with civic society was due to take place in March 2020 but would take place in August 2020 while outputs from the Climate Survey and the first Edinburgh Youth Summit on Climate would be circulated to elected members through the business bulletin.
  - 6) To note the options appraisal on deliberative engagement including citizens assemblies provided in the annex.
  - 7) To agree that the Council would continue with its current plans to deliver multiple city-wide opportunities for citizen consultation and engagement and to await the final recommendations from the Poverty Commission before considering the overall programme again in the context of the Council's circumstances in relation to available finance and personnel at that time.
- moved by Councillor Hutchison, seconded by Councillor Whyte

## **Amendment 2**

- 1) To agree the three phases of engagement activity on lessons learned from Covid-19, ensuring alignment of our renewal programme with the City Vision, and effectively implementing change (including engagement on budget). These were subject to funding being secured from partners and other external sources.
- 2) To agree that officers considered the resumption of non-essential consultation activity as part of the Adaptation and Renewal programme and provided an update to committee on next steps in September.
- 3) To note the Council was committed to an ongoing conversation and engagement with citizens on climate action and as such continued to develop its wider climate engagement plans.
- 4) To agree the launch of the Edinburgh Talks Climate Dialogue site on 27 July 2020.
- 5) To note the first engagement event with civic society was due to take place in March 2020 but would take place in August 2020 while outputs from the Climate Survey and the first Edinburgh Youth Summit on Climate would be circulated to elected members through the business bulletin.
- 6) To note the options appraisal on deliberative engagement including citizens assemblies provided in the annex.
- 7) To agree that the Council would continue with its current plans to deliver multiple city wide opportunities for citizen consultation and engagement, but would reconsider the proposals for further engagement infrastructure once the Poverty Commission published its final recommendations.
- 8) To note that in the meantime, there was significant learning from national and other climate assemblies which would inform Council thinking.
- 9) To note that a web-based dialogue site such as 'Edinburgh Talks Climate' was likely to engage a self-selecting group of citizens and therefore could not be a substitute for a citizens' assembly comprised of randomly selected residents.

- 10) However, to further note that because of the Covid-19 pandemic and the ongoing requirement for social distancing and other public health measures, that it would not be appropriate or practical for the Council to take forward a citizen's assembly on the Climate Emergency at this particular time.
  - 11) To therefore agree that the establishment of an Edinburgh Citizens' Assembly on the Climate Emergency and other approaches to deliberative engagement with citizens would be reconsidered in future and once conditions are more favourable.
- moved by Councillor Burgess, seconded by Councillor Main

In accordance with Standing Order 19(12), Amendment 2 was accepted as an addendum to the motion.

### **Voting**

For the motion (as adjusted) - 10 votes  
 For the amendment - 7 votes

(For the motion (as adjusted): Councillors Burgess, Kate Campbell, Day, Gardiner, Macinnes, Main, McNeese-Mechan, McVey, Perry and Wilson.

For the amendment: Councillors Aldridge, Cook, Gloyer, Hutchison, McLellan, Webber and Whyte.)

### **Decision**

To approve the following adjusted motion by Councillor McVey:

- 1) To agree the three phases of engagement activity on lessons learned from Covid-19, ensuring alignment of our renewal programme with the City Vision, and effectively implementing change (including engagement on budget). These were subject to funding being secured from partners and other external sources.
- 2) To agree that officers considered the resumption of non-essential consultation activity as part of the Adaptation and Renewal programme and provided an update to committee on next steps in September.
- 3) To note the Council was committed to an ongoing conversation and engagement with citizens on climate action and as such continued to develop its wider climate engagement plans.
- 4) To agree the launch of the Edinburgh Talks Climate Dialogue site on 27 July 2020.
- 5) To note the first engagement event with civic society was due to take place in March 2020 but would take place in August 2020 while outputs from the Climate Survey and the first Edinburgh Youth Summit on Climate would be circulated to elected members through the business bulletin.
- 6) To note the options appraisal on deliberative engagement including citizens assemblies provided in the annex.

- 7) To agree that the Council would continue with its current plans to deliver multiple city wide opportunities for citizen consultation and engagement, but would reconsider the proposals for further engagement infrastructure once the Poverty Commission published its final recommendations.
- 8) To note that in the meantime, there was significant learning from national and other climate assemblies which would inform Council thinking.
- 9) To note that a web-based dialogue site such as 'Edinburgh Talks Climate' was likely to engage a self-selecting group of citizens and therefore could not be a substitute for a citizens' assembly comprised of randomly selected residents.
- 10) However, to further note that because of the Covid-19 pandemic and the ongoing requirement for social distancing and other public health measures, that it would not be appropriate or practical for the Council to take forward a citizen's assembly on the Climate Emergency at this particular time.
- 11) To therefore agree that the establishment of an Edinburgh Citizens' Assembly on the Climate Emergency and other approaches to deliberative engagement with citizens would be reconsidered in future and once conditions are more favourable.

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

## **6. Council Response to Edinburgh Climate Commission and Sustainability Programme Update**

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The Council's recent commitment to achieve net zero carbon by 2030 and declaration of a Climate Emergency had placed sustainability and climate change at the centre of strategic and policy discussions. This had also raised the profile of Edinburgh as one of the most ambitious cities seeking to tackle climate change to deliver a more sustainable and inclusive city. As a result of the pandemic the Council was now planning for its renewal and recovery and was required to consider how this would be achieved while prioritising sustainability and anti-poverty outcomes.

An initial response was provided to the Edinburgh Climate Commission's recent publication calling for all city leaders and businesses to commit to a green economic recovery. It was recommended that the Council endorsed four of the cross cutting strategic recommendations in the report.

### **Motion**

- 1) To welcome the work of the Commission and the publication of their report 'Faster Forward Together'.
- 2) To agree that planning for a green recovery and the Council net zero by 2030 carbon target would be integrated into the Adaptation and Renewal Programme including all future significant operational or financial proposals that would form the basis of a new council business plan. An update on progress would be provided in October.

- 3) To agree the principle that public stimulus and investment decisions should positively contribute to the city carbon target.
  - 4) To agree that the Council would seek out new and innovative funding models and work to overcome any cultural, operational or procedural barriers that existed.
  - 5) To agree that the Leader of the Council would write to Scottish Government seeking to ensure that our respective green recovery plans were aligned and that mutual opportunities for progress were identified.
  - 6) To note the impact of the pandemic on the risks and opportunities facing the city as it sought to deliver its carbon ambitions and the work underway to map the city's new risk profile.
  - 7) To note the seven key areas of Council action which tackle the city's emissions.
  - 8) To agree the four 'test of change innovations' which would be the initial focus for the sustainability programme.
  - 9) To note the progress on the Carbon Scenario Tool as a means of informing decisions made by the Council alongside the economic business case.
  - 10) To note the resource update and the collaboration between financial experts from the Climate Commission, the Climate KIC programme and Council officers to explore new finance models to support delivery of the Council's ambitious net zero carbon target.
  - 11) To agree that a summary of the sustainability programme activity and progress towards the carbon target would be provided before the start of the new financial year.
- moved by Councillor McVey, seconded by Councillor Day

### **Amendment**

- 1) To note the report.
  - 2) To agree that the Edinburgh Climate Commission recommendations would be set aside until they had been reviewed and scrutinised in detail by the Adaptation and Renewal APOG on 30 July.
  - 3) To agree that the additional recommendations pertaining to specific financial proposals would be brought back in the report to Council in October 2020 in order that a detailed Business Plan could be properly scrutinised and agreed by Committee.
- moved by Councillor Whyte, seconded by Councillor Webber

### **Voting**

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

(For the motion: Councillors Aldridge, Burgess, Kate Campbell, Day, Gardiner, Gloyer, Macinnes, Main, McNeese-Mechan, McVey, Perry and Wilson.

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

### **Decision**

To approve the motion by Councillor McVey

(References – ‘Forward, Faster, Together: Recommendations for a Green Economic Recovery in Edinburgh’, Edinburgh Climate Commission; report by the Chief Executive, submitted.)

## **7. Risk Management: Managing Risk Through Covid-19**

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An update was provided on the original and current risk assessment profiles associated with the new population of nine strategic risks currently being managed across the Council. The progress with identification, assessment, recording and ongoing management of the Adaptation and Renewal Programme risks was outlined.

### **Motion**

- 1) To note the original and current risk assessment ratings for the Covid-19 strategic for the Council.
  - 2) To note that it was not possible to fully mitigate risks in an ongoing resilience situation given the rapidly changing risk environment associated with the ongoing emergency that was being managed.
  - 3) To note that the full population of original Adaptation and Renewal Programme risks were currently being identified; assessed; and recorded, with appropriate controls and actions being designed to manage and mitigate these risks.
  - 4) To agree to refer the report to the Governance, Risk and Best Value Committee for scrutiny.
  - 5) To agree to open up the elected member workshop to members of the Governance, Risk and Best Value Committee in order to discuss the details of the report before it comes to committee.
- moved by Councillor McVey, seconded by Councillor Day

### **Amendment**

- 1) To note the original and current risk assessment ratings for the Covid-19 strategic for the Council.
- 2) To note that it was not possible to fully mitigate risks in an ongoing resilience situation given the rapidly changing risk environment associated with the ongoing emergency that was being managed.
- 3) To note that the Adaptation and Renewal Programme had identified, assessed and recorded risks and designed appropriate controls and actions to manage and mitigate these risks.
- 4) To request the Executive Director of Resources provided a report to the next meeting of the Governance, Risk and Best Value Committee outlining the sub-risks identified and the controls and actions designed to mitigate and manage the strategic risks.



- 5) To agree to open up the elected member workshop to members of the Governance, Risk and Best Value Committee in order to discuss the details of the report before it was brought to committee.

- moved by Councillor Whyte, seconded by Councillor Hutchison

### **Voting**

For the motion - 12 votes

For the amendment - 5 votes

(For the motion: Councillors Aldridge, Burgess, Kate Campbell, Day, Gardiner, Gloyer, Macinnes, Main, McNeese-Mechan, McVey, Perry and Wilson.)

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

### **Decision**

To approve the motion by Councillor McVey.

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

## **8. Schools Re-opening Update**

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The City of Edinburgh Council had developed a Local Authority Delivery Phasing Plan as required by the Scottish Government of all local authorities in response to the COVID-19 pandemic and the route-map that set out the phased lifting of restrictions.

The update set out the steps the Council had taken since the previous Schools Reopening reports were taken to Committee on the 25th June and 9th July 2020, to reopen schools from 10 August 2020. The report and plan had been amended following the Deputy First Minister's (DFM) briefing on 16th July 2020 and further iterations of this report and plan would be submitted in line with anticipated future guidance.

### **Decision**

- 1) To note the report.
- 2) To agree a further update would be provided for the next committee meeting on 6th August 2020.
- 3) To agree to check and confirm that the parent text notifications were being communicated to all parents.
- 4) To agree to prioritise the Spaces for People schemes to ensure they would be in place before the planned opening of schools on 12 August.
- 5) To agree to provide a briefing note to Pentland Hills ward councillors on the alternative arrangements for Currie Primary School.
- 6) To agree to report back on the plans for the approach to youth work.

(References – Policy and Sustainability Committee of 25 June 2020 (item 5); Policy and Sustainability Committee of 9 July 2020 (item 7); report by the Executive Director for Communities and Families, submitted.)

## 9. Revenue Budget 2020/21 Update

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Following earlier assessments considered by the Leadership Advisory Panel and Policy and Sustainability Committee on 23 April, 28 May and 25 June, an update was provided on the estimated cost and income implications of the coronavirus pandemic on the Council and its Arm's-Length External Organisations' (ALEOs') activities.

### Motion

- 1) To note the further update of the estimated expenditure and income impacts of the Covid-19 pandemic on the Council and its ALEOs' activities and the potential sources of funding identified to address them.
  - 2) To note the significant remaining projected in-year shortfall and associated risks linked to further service disruption and/or slower-than-assumed recovery.
  - 3) To note that updates on expenditure and income impacts, and the confirmed and potential means to address them, would continue to be reported to elected members on an at-least monthly basis until greater certainty was obtained in these areas.
  - 4) To note that further representations would be made through COSLA regarding the need for full pass-through of Barnett Consequentials resulting from the provision of relevant additional funding in England.
  - 5) To note, nonetheless, that there remained a significant risk around receiving additional funding sufficient to address the remaining deficit, particularly in the event of any further lockdown, and thus further actions on service prioritisation were urgently required.
  - 6) To approve, subject to onward ratification by Council on 28 July, the use of up to £0.295m from the former Central Energy Efficiency Fund (CEEF) to enable investment in key energy efficiency initiatives.
  - 7) To note that the Council Leader would continue to engage with the Scottish Government and COSLA to press Edinburgh Council's case for urgent support and continue to make the case for additional financial flexibilities.
  - 8) To agree to provide a briefing note with a breakdown of the £31m loss relating to Council ALEOs.
- moved by Councillor McVey, seconded by Councillor Day

### Amendment

- 1) To note the further update of the estimated expenditure and income impacts of the Covid-19 pandemic on the Council and its ALEOs' activities and the potential sources of funding identified to address them.
- 2) To note the significant remaining projected in-year shortfall and associated risks linked to further service disruption and/or slower-than-assumed recovery.
- 3) To note that updates on expenditure and income impacts, and the confirmed and potential means to address them, would continue to be reported to elected

members on an at-least monthly basis until greater certainty was obtained in these areas.

- 4) To note that further representations would be made through COSLA regarding the need for full pass-through of Barnett Consequentials resulting from the provision of relevant additional funding in England.
  - 5) To note, nonetheless, that there remained a significant risk around receiving additional funding sufficient to address the remaining deficit, particularly in the event of any further lockdown, and thus further actions on service prioritisation were urgently required.
  - 6) To approve, subject to onward ratification by Council on 28 July, the use of up to £0.295m from the former Central Energy Efficiency Fund (CEEF) to enable investment in key energy efficiency initiatives.
  - 7) To request that the Council Leader wrote to the Cabinet Secretary for Finance to press the City of Edinburgh's case for urgent support and to call for the potential funding sources outlined in Paragraphs 4.8 to 4.11 of the report be passed on in full to Local Authorities as soon as available. The Council Leader's letter should also make the case for providing the additional financial flexibilities identified in Paragraph 4.23 of the report.
  - 8) To agree to provide a briefing note with a breakdown of the £31m loss relating to Council ALEOs.
- moved by Councillor Aldridge, seconded by Councillor Gloyer

### **Voting**

For the motion - 10 votes  
For the amendment - 7 votes

(For the motion: Councillors Kate Campbell, Day, Gardiner, Macinnes, Main, McNeese-Mechan, McVey, Perry, Staniforth and Wilson.

For the amendment: Councillors Aldridge, Cook, Gloyer, Hutchison, Johnston, McLellan, and Whyte.)

### **Decision**

To approve the motion by Councillor McVey.

(References – Leadership Advisory Panel of 23 April 2020 (item 9); Policy and Sustainability Committee of 28 May 2020 (item 7); Policy and Sustainability Committee of 25 June 2020 (item 6); report by the Executive Director of Resources, submitted.)

## **10. Response to Motion – Black Lives Matter**

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In response to a motion by Councillor Day agreed at Policy and Sustainability Committee on 11 June 2020, action plans on recruitment and employment practices, enhancing diversity and inclusion in Edinburgh's schools and a review of features which commemorate those with links to slavery and colonialism were outlined.

The report detailed the approach being taken to strengthen the Council's approach to equalities and its impact and the commitment to develop a policy on Equalities, Diversity and Human Rights for consideration at a future committee.

### **Motion**

- 1) To note the report in response to the following:
    - i) The action plan to introduce best practice in the council's recruitment and employment practices.
    - ii) The action plan to enhance diversity and inclusion in Edinburgh's schools.
    - iii) The plan to review any features within the council boundary which commemorate those with close links to slavery and colonialism.
  - 2) To consider the approach underway across the Council and to note that further imbedding equalities would be a key aspect of adaptation and renewal with the aspiration for an ambitious approach to equalities and rights, and that this work would be overseen by the Equalities Working Group.
  - 3) To agree to delegate to the Chief Executive in consultation with the Group Leaders the appointment of a Chair of an Independent Review Group and invite interested individuals/persons to express an interest.
  - 4) To agree that the Independent Review Group develop parameters and a workplan be presented to Council with support from the Equalities Champion and Equalities Working Group.
  - 5) To agree to include discussions with independent schools in the action plan to enhance diversity and inclusion in Edinburgh's schools.
  - 6) To agree to liaise with Members Services to support councillors to undertake the Unconscious Bias e-learning course.
- moved by Councillor McVey, seconded by Councillor Day

### **Amendment 1**

- 1) To note the report in response to the following:
  - i) The action plan to introduce best practice in the council's recruitment and employment practices.
  - ii) The action plan to enhance diversity and inclusion in Edinburgh's schools.
  - iii) The plan to review any features within the council boundary which commemorate those with close links to slavery and colonialism.
- 2) To consider the approach underway across the Council and to note that further imbedding equalities would be a key aspect of adaptation and renewal with the aspiration for an ambitious approach to equalities and rights, and that this work would be overseen by the Equalities Working Group.
- 3) To agree to publicly seek applications for a chair, to be appointed by the Chief Executive in consultation with the Group Leaders, of an independent review

group to consider and to make recommendations on features within the Council boundary which commemorate those with close links to slavery.

- 4) To agree that the new chair should make recommendations for membership of the review group, to be approved by the Policy and Sustainability Committee.
  - 5) To agree to include discussions with independent schools in the action plan to enhance diversity and inclusion in Edinburgh's schools.
  - 6) To agree to liaise with Members Services to support councillors to undertake the Unconscious Bias e-learning course.
- moved by Councillor McLellan, second by Councillor Webber

## **Amendment 2**

- 1) To note the report in response to the following:
    - i) The action plan to introduce best practice in the council's recruitment and employment practices.
    - ii) The action plan to enhance diversity and inclusion in Edinburgh's schools.
    - iii) The plan to review any features within the council boundary which commemorate those with close links to slavery and colonialism.
  - 2) To consider the approach underway across the Council and to note that further imbedding equalities would be a key aspect of adaptation and renewal with the aspiration for an ambitious approach to equalities and rights, and that this work would be overseen by the Equalities Working Group.
  - 3) To agree to delegate to the Chief Executive in consultation with the Group Leaders the appointment of a Chair of an Independent Review Group to consider and make recommendations on features within the Council boundary which commemorate those with close links to slavery.
  - 4) To recognise that racial inequality and gender inequality were intersectional and to therefore agree that a position of Co-Chair would be considered in order to ensure that chairing of the Independent Review Group was gender balanced.
  - 5) To agree to include discussions with independent schools in the action plan to enhance diversity and inclusion in Edinburgh's schools.
  - 6) To agree to liaise with Members Services to support councillors to undertake the Unconscious Bias e-learning course.
- moved by Councillor Staniforth, seconded by Councillor Main

In accordance with Standing Order 19(12), paragraph 2 of Amendment 1 was accepted as an addendum to the motion. Amendment 2 was adjusted and accepted as an addendum to the motion.

## **Voting**

For the motion (as adjusted)	-	12 votes
For the amendment (as adjusted)	-	5 votes

(For the motion (as adjusted): Councillors Aldridge, Kate Campbell, Day, Gardiner, Gloyer, Macinnes, Main, McNeese-Mechan, McVey, Perry, Staniforth and Wilson.

For the amendment (as adjusted): Councillors Cook, Hutchison, McLellan, Webber and Whyte.)

## **Decision**

To approve the following adjusted motion by Councillor McVey:

- 1) To note the report in response to the following:
  - i) The action plan to introduce best practice in the council's recruitment and employment practices.
  - ii) The action plan to enhance diversity and inclusion in Edinburgh's schools.
  - iii) The plan to review any features within the council boundary which commemorate those with close links to slavery and colonialism.
- 2) To consider the approach underway across the Council and to note that further imbedding equalities would be a key aspect of adaptation and renewal with the aspiration for an ambitious approach to equalities and rights, and that this work would be overseen by the Equalities Working Group.
- 3) To agree to delegate to the Chief Executive in consultation with the Group Leaders the appointment of a Chair of an Independent Review Group and invite interested individuals/persons to express an interest.
- 4) To agree that the Independent Review Group develop parameters and a workplan be presented to Council with support from the Equalities Champion and Equalities Working Group.
- 5) To agree that the new chair should make recommendations for membership of the review group, to be approved by the Policy and Sustainability Committee.
- 6) To recognise that racial inequality and gender inequality were intersectional and to therefore agree that a position of Co-Chair would be considered by Group Leaders in order to ensure that chairing of the Independent Review Group was gender balanced.
- 7) To agree to include discussions with independent schools in the action plan to enhance diversity and inclusion in Edinburgh's schools.
- 8) To agree to liaise with Members Services to support councillors to undertake the Unconscious Bias e-learning course.

(References – Policy and Sustainability Committee of 11 June 2020 (item 19); report by the Chief Executive, submitted.)

## 11. Trams to Newhaven: Developed Design and Commencement of Statutory Procedures for Traffic Regulation Orders

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On 14 March 2019 the Council approved the terms of the Final Business Case for the Tram to Newhaven Project. The project would complete the tram line to Newhaven from the existing temporary terminus at York Place.

As part of the development of the Final Business Case detailed final road designs were developed, and an extensive period of consultation was undertaken. Final designs were costed, and both the designs and the costings were used for the basis of the Final Business Case. The Final Business Case noted that the final designs would be subject to Traffic Regulation Orders (TROs).

The key changes were summarised, the Orders' process were outlined and commencing the statutory procedures was recommended.

### **Motion**

- 1) To note the developed design from the Final Business Case in March 2019, for the Trams to Newhaven scheme.
  - 2) To note that the implementation of the TROs was fundamental to both the design of the tram scheme and its operation.
  - 3) To approve the commencement of the statutory procedures for the necessary TROs.
  - 4) To agree to provide further details on TROs to the relevant elected members, including the number of TROs.
  - 5) To agree to consider ways to engage with those who had not expressed interest in the Tram project and to engage with other local elected member offices to ensure the team were fully aware of all communications.
- moved by Councillor McVey, seconded by Councillor Day

### **Amendment**

- 1) To note the developed design from the Final Business Case in March 2019, for the Trams to Newhaven scheme.
- 2) To note that the implementation of the TROs was fundamental to both the design of the tram scheme and its operation.
- 3) To note that this report was continued from the previous Committee to allow Councillors to consider the final designs prior to approving the commencement of the TRO process and to ensure Councillors would have the opportunity to fulfil their duty to approve the consultation.
- 4) To call for a continuation, until the final plans pertaining to the traffic orders, showing clearly what changes were proposed to the movement, stopping and loading of vehicles to facilitate the introduction of the tram plans were provided. This was not possible with the landscape plans provided as they did not show the details of the proposed changes to be enacted by the TRO and, to therefore

call for the report to be continued until such time as this information was available.

- 5) To note with concern the consistent inclusion of floating bus stops and in light of recent comments by Living Streets:

“Living Streets Edinburgh Group has never been happy with this design concept which means that bus passengers boarding - and especially alighting from - buses have to cross a cycle way and may therefore unexpectedly encounter a cyclist, possibly travelling at considerable speed. While we recognise the benefits for cyclists, this design can only disadvantage bus users and pedestrians, especially older people and blind people, many of whose representative organisations have objected to the design concept.”

“Living Streets Edinburgh did not object to the first Leith Walk examples, on the understanding that a full monitoring and evaluation was carried out. The Council eventually agreed to this in 2017 but although we understand that this exercise has long been completed, it has never been published. It is wholly inappropriate to use the Covid19 pandemic and ‘spaces for everyone’ programme as the means for the sudden mass installation of these controversial bus stop designs at virtually no notice and with minimal consultation”,

- 6) To call for a risk assessment to take place with alternative options presented and the plans adjusted accordingly. Further, to call for a review of street design guidance to remove the possibility of floating bus stops.
- 7) To agree to provide further details on TROs to the relevant elected members, including the number of TROs.
- 8) To agree to consider ways to engage with those who had not expressed interest in the Tram project and to engage with other local elected member offices to ensure the team were fully aware of all communications.

- moved by Councillor Webber, seconded by Councillor Whyte

### **Voting**

For the motion - 10 votes  
For the amendment - 7 votes

(For the motion: Councillors Kate Campbell, Day, Gardiner, Macinnes, Main, McNeese-Mechan, McVey, Perry, Staniforth and Wilson.

For the amendment: Councillors Aldridge, Cook, Gloyer, Hutchison, McLellan, Webber and Whyte.)

### **Decision**

To approve the motion by Councillor McVey.

(References – Act of Council No 2 of 14 March 2019; report by the Executive Director of Place, submitted.)



## 12. Regeneration Capital Grant Fund – Update on Pipeline Projects

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An update was provided on the progress with the Council's Pennywell Culture and Learning Hub, the E2 Workspace building at Fountainbridge, Portobello Town Hall, and Russell Road industrial estate projects as requested by Committee on 11 June 2020. These projects were not recommended by officers for consideration in the current round of the Regeneration Capital Grant Fund (RCGF) but remained in the pipeline for potential inclusion in future bids to this fund.

Council officers and North Edinburgh Arts had agreed an approach to the delivery of a community and neighbourhood hub to promote culture, arts, work and wellbeing.

### Decision

- 1) To note the update provided on the four projects which were not recommended by officers for inclusion in the bids to the 2020/21 Scottish Government RCGF bid.
- 2) To further note the Council's financial position and that it would not be possible to allocate any additional revenue or capital funding for these projects unless a specific source of funding could be identified; but also to note the positive engagement from Officers, with North Edinburgh Arts and others, to maximise additional external resources for projects.
- 3) To note the progress made in developing a partnership with North Edinburgh Arts for the delivery of a community and neighbourhood hub to promote culture, arts, work and well-being.
- 4) To further note that the partnership would work within the ongoing planning application to better integrate North Edinburgh Arts into the Council's transformative regeneration plans for Pennywell; and would help resolve issues such as management and use of shared spaces.

(References – Policy and Sustainability Committee of 11 June 2020 (item 14); report by the Executive Director of Place, submitted).

### Declaration of Interests

Councillor Lang declared a non-financial interest in the above item as his spouse was a board member of North Edinburgh Arts.

## 13. Supporting Local Businesses in Edinburgh

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### Decision

To note that the report had been withdrawn by the Executive Director of Place.

## 14. Spaces for People – Further Contract Waiver for Material Orders and Contract Services

---

On 11 June 2020, the Policy and Sustainability Committee approved a waiver of the Council's Contract Standing Orders (CSOs) to enable the urgent purchase or hire of traffic management materials up to a value of £1.5m.

Approval was sought to place additional material orders for temporary traffic management infrastructure and installation contract services on a Direct Award basis, via a waiver of CSOs, for the second phase of the Spaces for People programme if it was not possible to utilise existing procurement frameworks. The total value of these Direct Awards was expected to be a maximum of £4.1m, an increase of £2.6m on the original award.

### **Decision**

- 1) To note the purchase arrangements in place to support the installation of measures to create safe spaces for people to walk and cycle in the city, as part of the Spaces for People programme.
- 2) To approve an extension to the Direct Awards via waiver of the Council's CSOs, approved by Committee on 11 June 2020, for the purchase of additional temporary traffic management infrastructure and to appoint installation contract services up to a total value of £4.1m.
- 3) To note that existing arrangements for procurement frameworks would be used where possible however, if Direct Awards via waiver were required, these would be negotiated with current suppliers and framework contractors on a best value basis.
- 4) To note that this temporary traffic management infrastructure would be used in the city centre, town centres, cycle segregation, low traffic neighbourhoods, school routes and spaces for exercise to support urgent economic recovery and would enable the interventions to be delivered in line with the time critical project programme.
- 5) To agree to provide a briefing note for the committee on the price changes of traffic management products.

(References – Policy and Sustainability Committee of 11 June 2020 (item 10); report by the Executive Director of Place, submitted).

## **15. Public Realm CCTV Update**

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An update was provided on the progress made towards developing the Public Realm CCTV service in Edinburgh.

### **Decision**

- 1) To approve the update of the multi-agency project board for the upgrade of the Public Realm CCTV service in Edinburgh.
- 2) To request an update on the Public Realm CCTV upgrade project progress in six months' time.
- 3) To agree to circulate the details of the walkabout in Saughton Park to elected members.

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

## **16. Broomhouse Workspace, Edinburgh Northwest Foodbank- Proposed Lease Restructure**

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Edinburgh Northwest Foodbank currently occupied Unit 12, Broomhouse Workspace on a lease holding over on tacit relocation. The COVID-19 pandemic had increased demand for the foodbank services and the tenant had requested a new lease of their existing unit along with additional space. Approval was sought to grant the new leases to Edinburgh Northwest Foodbank on the terms and conditions outlined in the report.

### **Decision**

To approve new five-year leases on Units 12 and 15 Broomhouse Workspace to Edinburgh Northwest Foodbank on the terms outlined in this report and on other terms and conditions to be agreed by the Executive Director of Resources

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

## **17. Award of Housing Consultancy Framework Agreement**

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Approval was sought to award the Housing Consultancy Framework Agreement to Arneil Johnston, Indigo House Group and ARK Consultancy Limited, to commence on 1 September 2020 for an initial period of three years with the option to extend for up to a further 12 months (undertaken at the sole discretion of the City of Edinburgh Council), at an estimated total value of £1,140,000.

### **Decision**

- 1) To approve the award of the Housing Consultancy Framework Agreement to three Service Providers; Arneil Johnston, Indigo House Group and ARK Consultancy Limited.
- 2) To approve the commencement of the Framework Agreement on 1 September 2020 for an initial period of three years, with the option to extend for up to a further 12 months (undertaken at the sole discretion of the City of Edinburgh Council), at an estimated total value of £1,140,000.

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

## **18. Motion by the Lord Provost – 20mph Limit Enforcement**

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The following non-member motion by the Lord Provost was submitted in terms of Standing Order 16:

“Committee notes:

That the citywide introduction of lower speed limits including 20mph has been generally well accepted and resulted in safer roads.

That during the Coronavirus lockdown there has been a significant and welcome reduction in traffic volumes across the city.

That during this period the quieter City roads have encouraged some drivers to exceed these speed limits.

The Council have introduced and are continuing to introduce measures to improve space for safe physical distancing and pedestrian and cycling safety through the Spaces for People initiative.

There have recently been notable road traffic collisions where excess speed may have been a contributing factor.

Requests that the Council Leader should write to the Chief Superintendent, Police Scotland, requesting that they increase the enforcement of speed limits, specifically the 20mph limit, across the City”.

- moved by Councillor McVey, seconded by Councillor Day

### **Amendment 1**

- 1) To note that evaluation of the Council’s 20mph roll-out demonstrated that out of 66 sites surveyed, speeds dropped on average by just 1.34mph with the single biggest speed reduction in an area was recorded at just 2.1mph. To further note that only one in five people believed traffic speeds had actually reduced locally, with 40 percent of residents having seen no information about speed limit changes.
- 2) To note that, in a deputation to the February 2020 Transport and Environment Committee, Police Scotland officers had raised significant concerns at the effects that the Council’s blanket approach had had on their ability to police those roads with genuine speeding issues, as speed limit changes meant they were expected to dedicate resources to roads with no established history of traffic problems.
- 3) To note that during the Coronavirus lockdown there had been a significant and welcome reduction in traffic volumes across the city.
- 4) To note that during this period the quieter City roads had encouraged some drivers to exceed these speed limits.
- 5) To note the Council had introduced and were continuing to introduce measures to improve space for safe physical distancing and pedestrian and cycling safety through the Spaces for People initiative.
- 6) To note that there had recently been notable road traffic collisions where excess speed could have been a contributing factor.
- 7) To agree that the Council Leader would write to the Chief Superintendent, Police Scotland, requesting that they increase enforcement of speed limits, at those areas where information demonstrated there was a problem with excess vehicle speeds, across the city.

- moved by Councillor Cook, seconded by Councillor Webber

### **Amendment 2**

- 1) To note that the citywide introduction of lower speed limits including 20mph had been generally well accepted and resulted in safer roads.

- 2) To note that during the Coronavirus lockdown there had been a significant and welcome reduction in traffic volumes across the city.
  - 3) To note that during this period the quieter City roads had encouraged some drivers to exceed these speed limits.
  - 4) To note the Council had introduced and were continuing to introduce measures to improve space for safe physical distancing and pedestrian and cycling safety through the Spaces for People initiative.
  - 5) To note that there had recently been notable road traffic collisions where excess speed could have been a contributing factor.
  - 6) To request that the Council Leader should write to the Chief Superintendent, Police Scotland, requesting that they increased the enforcement of speed limits, specifically the 20mph limit, across the City.
  - 7) To further note that in October 2019 the Transport and Environment Committee agreed further changes to the 20mph scheme and speed limits in the city, which would improve road safety but had yet to be implemented. To therefore request that these would be implemented as soon as possible under Covid Emergency powers if necessary.
- moved by Councillor Main, seconded by Councillor Staniforth

### **Amendment 3**

- 1) To note that the citywide introduction of lower speed limits including 20mph had been generally well accepted and resulted in safer roads.
- 2) To note that during the Coronavirus lockdown there had been a significant and welcome reduction in traffic volumes across the city.
- 3) To note that during this period the quieter City roads had encouraged some drivers to exceed these speed limits.
- 4) To note the Council had introduced and were continuing to introduce measures to improve space for safe physical distancing and pedestrian and cycling safety through the Spaces for People initiative.
- 5) To note that there had recently been notable road traffic collisions where excess speed could have been a contributing factor.
- 6) To regret the decision of the administration earlier this year to end all Council funding for community policing in Edinburgh; to recognise the concern which existed on the impact that such a move would have on police resourcing levels, particularly outside the city centre; and to recognise that if this funding had been retained, the Council would have been in a stronger position to seek additional focus on 20mph enforcement and other community policing priorities.
- 6) To nevertheless request that the Council Leader should write to the Chief Superintendent, Police Scotland, requesting that they increased the enforcement of speed limits, specifically the 20mph limit, across the City.

- moved by Councillor Lang, seconded by Councillor Aldridge

In accordance with Standing Order 19(12), Amendment 2 was accepted as an addendum to the motion.

### **Voting**

For the Motion (as adjusted)	-	10 votes
For Amendment 1	-	5 votes
For Amendment 2	-	2 votes

(For the Motion (as adjusted): Councillors Kate Campbell, Day, Gardiner, Macinnes, Main, McNeese-Mechan, McVey, Perry, Staniforth and Wilson.

For Amendment 1: Councillors Cook, Hutchison, McLellan, Webber and Whyte.

For Amendment 2: Councillors Aldridge and Lang.)

### **Decision**

To approve the following adjusted motion by Councillor McVey:

- 1) To note that the citywide introduction of lower speed limits including 20mph had been generally well accepted and resulted in safer roads.
- 2) To note that during the Coronavirus lockdown there had been a significant and welcome reduction in traffic volumes across the city.
- 3) To note that during this period the quieter City roads had encouraged some drivers to exceed these speed limits.
- 4) To note the Council had introduced and were continuing to introduce measures to improve space for safe physical distancing and pedestrian and cycling safety through the Spaces for People initiative.
- 5) To note that there had recently been notable road traffic collisions where excess speed could have been a contributing factor.
- 6) To request that the Council Leader should write to the Chief Superintendent, Police Scotland, requesting that they increased the enforcement of speed limits, specifically the 20mph limit, across the City.
- 7) To further note that in October 2019 the Transport and Environment Committee agreed further changes to the 20mph scheme and speed limits in the city, which would improve road safety but had yet to be implemented. To therefore request that these would be implemented as soon as possible under Covid Emergency powers if necessary.

## **19. Motion by Councillor Macinnes – Spaces for People Initiative**

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

“Committee:

Welcomes the continued work to deliver the Spaces for People initiative designed to deliver better conditions for safe social distancing as Edinburgh moves towards recovery from the international pandemic, including economic recovery.

Recognises that there is growing concern among some business owners, particularly in our local high streets across the capital, that removal of car parking spaces will have a detrimental impact on the number of customers accessing their businesses.

Acknowledges that there is a growing body of evidence, from UK and international examples, that implementation of such schemes often meet with great concern but that in practice can lead to better trading conditions for many businesses.

Requests a report, within two cycles, which describes that evidence and indicates its relevance to both the Spaces for People initiative and existing transport policy in the city”.

- moved by Councillor Macinnes, seconded by Councillor Day

### **Amendment 1**

- 1) To welcome the continued work to deliver the Spaces for People initiative designed to deliver better conditions for safe social distancing as Edinburgh moved towards recovery from the international pandemic, including economic recovery.
- 2) To recognise that there was growing concern among some business owners, particularly in our local high streets across the capital, that removal of car parking spaces would have a detrimental impact on the number of customers accessing their businesses.
- 3) To request that an independent report would be commissioned, within two cycles, that would collect and review all empirical evidence and reference the sources that the implementation of the spaces for people schemes had had on businesses and their trading conditions.

- moved by Councillor Webber, seconded by Councillor Whyte

### **Amendment 2**

- 1) To welcome the continued work to deliver the Spaces for People initiative designed to deliver better conditions for safe social distancing as Edinburgh moved towards recovery from the international pandemic, including economic recovery.
- 2) To recognise the incredibly difficult trading conditions currently being faced by businesses across the city and to reaffirm the Council's commitment to work in partnership with the business community to ensure it took practical action to support their recovery.
- 3) To recognise that there was growing concern among some business owners, particularly in our local high streets across the capital, that removal of car parking spaces would have a detrimental impact on the number of customers

accessing their businesses, particularly in light of government advice which discouraged people from using public transport.

- 4) To acknowledge that there was a growing body of evidence, from UK and international examples, that implementation of such schemes were often met with great concern but that in practice could lead to better trading conditions for many businesses.
  - 5) To request a report, within two cycles, which described that evidence and indicated its relevance to both the Spaces for People initiative and existing transport policy in the city. To look forward to using that report to continue two-way dialogue and engagement with high street businesses over the coming months.
- moved by Councillor Lang, seconded by Councillor Aldridge

In accordance with Standing Order 19(12), Amendment 2 was accepted as an addendum to the motion.

### **Voting**

For the motion (as adjusted) - 12 votes  
For the amendment - 5 votes

(For the motion (as adjusted): Councillors Aldridge, Kate Campbell, Day, Gardiner, Lang, Macinnes, Main, McNeese-Mechan, McVey, Perry, Staniforth and Wilson.

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

### **Decision**

To approve the adjusted motion by the Councillor Macinnes:

- 1) To welcome the continued work to deliver the Spaces for People initiative designed to deliver better conditions for safe social distancing as Edinburgh moved towards recovery from the international pandemic, including economic recovery.
- 2) To recognise the incredibly difficult trading conditions currently being faced by businesses across the city and to reaffirm the Council's commitment to work in partnership with the business community to ensure it took practical action to support their recovery.
- 3) To recognise that there was growing concern among some business owners, particularly in our local high streets across the capital, that removal of car parking spaces would have a detrimental impact on the number of customers accessing their businesses, particularly in light of government advice which discouraged people from using public transport.
- 4) To acknowledge that there was a growing body of evidence, from UK and international examples, that implementation of such schemes were often met with great concern but that in practice could lead to better trading conditions for many businesses.



- 5) To request a report, within two cycles, which described that evidence and indicated its relevance to both the Spaces for People initiative and existing transport policy in the city. To look forward to using that report to continue two-way dialogue and engagement with high street businesses over the coming months.

## **20. Motion by Councillor Watt – Public Works Loan Board Interest**

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The following non-member motion by Councillor Watt was submitted in terms of Standing Order 16:

“Committee –

Notes that the Bank of England has purchased £745 billion of government bonds since 2009, effectively giving the UK government interest free finance and that the Bank of England has recently issued Treasury Bonds with negative yields (negative rates of interest);

Further notes that the UK Government could pass on to Councils, some of the benefits of these zero interest rates, by waiving the interest on existing loans from the PWLB (Public Works Loan Board) which Councils have used for essential infrastructure investment. For Edinburgh, this would represent a saving of £32 million each year to the general fund, which could be used to protect services and jobs during these unprecedented times; additionally, there could be a £15 million per year saving to the HRA account, allowing increased investment in Council housing stock which would create jobs and other benefits for the economy and for Edinburgh’s citizens.

Committee therefore asks that:

1. The Council Leader writes to COSLA, emphasising the potential savings for Edinburgh Council from the interest on PWLB loans being waived for at least two years and asks COSLA to pursue a two year waiver with the UK Government;
2. The Council leader writes to the UK Chancellor of the Exchequer to raise this proposal; and that
3. The Chief Financial Officer writes to the Permanent Secretary of HM Treasury, requesting that interest on existing PWLB loans be waived for at least two years.”

- moved by Councillor Watt, seconded by Councillor McVey

### **Decision**

- 1) To approve the motion by the Councillor Watt.
- 2) To further note Edinburgh Council’s financial position had improved by £4m due to additional support announced by the Scottish Government in July 2020 after the Council Leader wrote to the Finance Secretary in April 2020 highlighting financial pressure due to Council ALEOs and specifically transport companies.

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# Work Programme – Upcoming Reports

## Policy and Sustainability Committee

6 August 2020

Report Title	Directorate	Lead Officer
<b>20 AUGUST 2020</b>		
Adaptation and Renewal Report	CE	Laurence Rockey
Annual Performance report	CE	Edel McManus
Annual Commitments report	CE	Edel McManus
Annual Local Government Benchmarking report	CE	Edel McManus
Equalities Working Group	CE	Paula McLeay
Liberton Primary School	C&F	Crawford McGhie
Domestic Abuse Contract Report	C&F	Nicky Brown

Report Title	Directorate	Lead Officer
Funding of Temporary Accommodation for Homeless People	C&F	Nicky Brown
Rapid Rehousing Transition Plan	C&F	Nicky Brown
Revenue Budget Update, 2020/21	Resources	Hugh Dunn
Revenue Monitoring Outturn, 2019/20	Resources	Hugh Dunn
Finance Policies Assurance, 2020/21	Resources	Hugh Dunn
Capital Budget Update 2020/21	Resources	Hugh Dunn
Treasury Management Annual Report	Resources	Hugh Dunn
Disposal of Victoria Primary School Newhaven - Community Asset Transfer	Resources	Brian Paton
Disposal of St Oswald's Hall Montpelier Park - Community Asset Transfer	Resources	Brian Paton
Telefonica (O2) –Voice Services (Mobile and Fixed lines) Framework Extension	Resources	Jackie Galloway
Fireworks and Fireworks Legislation	Place	Andrew Mitchell

Report Title	Directorate	Lead Officer
South East Scotland Transport Transition Group - Bus Priority	Place	Ewan Kennedy
Spaces for People	Place	Will Garrett
Spaces for People TTRO	Place	Gavin Brown
City Mobility Plan	Place	Ewan Kennedy/Iain McFarlane
Deferral of Licensing Fees	Place	Andrew Mitchell
West Edinburgh Link – Parking Charges	Place	Ewan Kennedy
Cemetery Strategy	Place	Robbie Beattie
Choices for City Plan 2030 – Consultation Key Findings and Next Steps	Place	Iain McFarlane
Haulage of Bulk Waste	Place	Andy Williams
Award of Contracts for Edinburgh Carer Supports	EHSCP	Kirsty Dewar

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# Rolling Actions Log

## Policy and Sustainability Committee

6 August 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	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	Ongoing		<p><b>Update 9 July 2020</b></p> <p>With the instigation of the Covid-19 lockdown and other measures in place, the transfer of the two schools was put on hold on the 25<sup>th</sup> March 2020.</p> <p>The last 2 schools to transfer WHEC and Leith Academy will not do so until Edinburgh Leisure is back up and running and they are able to be transferred.</p>

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Agenda Item 5.2

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							<p><b><u>Update 25 June 2020</u></b></p> <p>To agree that a final report be submitted to Committee.</p>
2	01.02.18	<p>City of Edinburgh Council Motion by Councillor Mowat – Edinburgh’s Christmas and Hogmanay 2017/18</p> <p><a href="#">(Agenda for 1 February 2018)</a></p>	<p>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.</p>	Executive Director of Place	Spring 2021		<p>This contract is in place until Winter Festival 2022. The review of the contract will be presented to Policy and Sustainability Committee.</p>
3	07.08.18	<a href="#">Participation Requests</a>	<p>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</p>	Chief Executive	September 2020		<p>This report will be presented following the conclusion of the Westbank Street Outcome Improvement Process.</p>



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			report by the Chief Executive.				
4	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	20-August 2020		Report to be submitted to Committee on 20 August 2020.
Page 41	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	20 August 2020		<b>Recommended for closure</b>  This has been overtaken by the Black Lives Matter report in July which agreed that the working group would oversee the development of the equalities framework. A meeting is to be arranged in August 2020.(see Action 48 below)

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
6	06.06.19  (Housing and Economy Committee)	<a href="#">Edinburgh Economy Strategy – Annual Progress Report</a>	<p>1) Calls for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target.</p> <p>2) Agrees that this research and analysis will inform a review of the Edinburgh Economy Strategy in order to develop an outcome based strategy for Edinburgh to meet these commitments, taking into account jobs that will emerge from the need to meet the net zero carbon target, sectoral analysis of carbon footprint and the support, collaboration and leadership that the council will need to provide to move us towards a more</p>	Executive Director of Place	October 2020		It has been agreed that there will be a new business plan submitted and the Economic Recovery working group workplan has been approved which includes a refreshed economic strategy

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			sustainable economy.				
7	01.10.19	<a href="#">West Edinburgh Progress Update</a>	1) To note that this matter would be reported to Committee in spring 2020 providing a further update on progress and seeking any necessary authority to formalise partnership arrangements for delivery of the new link road  2) To agree that a report would be brought back to Committee on completion of the West Edinburgh study on inclusive and sustainable growth.	Executive Director of Place	October 2020		
				Executive Director of Place	October 2020		
8	21.11.19	City of Edinburgh Council - Motions by Councillors Staniforth and Gordon - Fireworks	To agree for a report to Policy and Sustainability Committee in three cycles that addresses how the Council can: <ul style="list-style-type: none"> <li>require all public firework</li> </ul>	Executive Director of Place	20 August 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 44		and Fireworks Legislation  (Minute of 21 November 2019)	<p>displays within the city to be advertised locally in advance of the event,</p> <ul style="list-style-type: none"> <li>actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people</li> <li>ensure that fireworks are only supplied to, and remain in the hands of, responsible adults.</li> <li>encourage local suppliers of fireworks to stock 'quieter' fireworks for public display.</li> </ul>				
	9	21.11.19	City of Edinburgh Council – Motion by Councillor Jim Campbell – Edinburgh's Winter Festivals	(a) To arrange an open book audit for this year, and the previous four years, with the final report before the 2020 summer recess at the latest.	Executive Director of Place	September 2020	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 45		(Minute of 21 November 2019)	<p>(b) To review which, if any, contract terms or conditions might apply should a counterpart bring the Council into substantial public disrepute.</p> <p>(c) To identify if, or how, the contract made clear that all permissions must be in place in a timely way, removing any possible ambiguity between the Council acting as contract originator and as an authority with statutory powers.</p> <p>(d) To agree that (b) and (c) above should be reported to the Policy and Sustainability Committee in two cycles accepting that (a) may be an interim analysis at that</p>				audit would be completed.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			time.				
11	21.11.19	City of Edinburgh Council – Motion by Councillor Lang – Use of Schools as Polling Places  (Minute of 21 November 2019)	To request a report to the Policy and Sustainability Committee within three cycles for subsequent referral to the full Council, on the current use of schools as polling places as well as the opportunities to reduce or eliminate their use in time for the 2021 Scottish Parliament and 2022 local government elections.	Chief Executive	September 2020		<b><u>Update – 11 June 2020</u></b>  The Review of Polling Arrangements across the city has now been completed with a number of proposed changes. This included a review of all the schools currently used as polling venues. It is possible to replace 10 of the current 35 primary schools with new venues that offer better facilities and or are better located with sufficient capacity. In each of the other 25 schools there are no alternative venues. The next stage is public consultation. It

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 47							is intended to report finally around August/September to allow these arrangements to be used for the publication of the new register on 1 December. Before that the proposals are being shared informally with councillors for their comment. It is proposed that the protocol is maintained under which an in-service training day is aligned with all scheduled polling days to minimise overall disruption
	11	(a) 26.11.19	<a href="#">Edinburgh Poverty Commission Progress Update</a>	To agree that a further report on full Council responses to the Edinburgh Poverty Commission would be	Chief Executive	11 June 2020	11 June 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 48	(b) 25.02.20	<a href="#">Edinburgh Poverty Commission Progress Update</a>	considered by Committee following publication of final findings in March 2020.  To agree to the development of a cross-council work programme to take forward the implementation of Edinburgh Poverty Commission recommendations to be considered by Committee by June 2020	Chief Executive	11 June 2020	11 June 2020	Closed
	(c) 11.06.20	<a href="#">Edinburgh Poverty Commission – Poverty and Coronavirus in Edinburgh</a>	To agree that an officer report, setting out actions taken in response to issues raised in the Commission's interim report, should be brought to the committee at the same time as tabling of the Commission's final report.	Chief Executive	September 2020		
12	26.11.19	<a href="#">Edinburgh Climate Commission and Council Engagement Update</a>	To agree to a report assessing the options for formal processes for citizen engagement such as the citizens assembly and the	Chief Executive	23 July 2020	23 July 2020	<b>Recommended for closure</b>



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 49	09.07.20	<a href="#">Edinburgh Climate Commission</a>	<p>citizens jury in the Spring.</p> <p>To agree that the Commission's report would be submitted to the Adaptation and Renewal All Party Oversight Group (APOG), and that an initial response from the Council would be brought to Committee on the 23 July.</p>	Chief Executive	23 July 2020	23 July 2020	<b>Recommended for closure</b>
	06.02.20	City of Edinburgh Council – Motion by Councillor Main – Recycling in Schools	<p>To request:</p> <p>a) All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work together to review and provide fit for purpose recycling services in each of our schools to be completed before the start of the 2020/21 academic year within</p>	Executive Director of Resources / Executive Director of Place	September 2020		<p><b><u>Update – 11 June 2020</u></b></p> <p>Following discussion with Councillor Main it has been agreed that this report will be deferred to September 2020, to enable the relevant service areas to prioritise work to support schools re-opening and to</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 50			<p>policy and current budgets, and reporting any financial challenges in doing so to the report requested.</p> <p>b) A report to the Policy and Sustainability Committee outlining the service provided for each school at the start of the 2020/21 Academic Year and including plans for a Carbon Neutral Edinburgh 2030.</p>				incorporate lessons learned arising from the Covid-19 lockdown period.
	14	25.02.20	<a href="#">Filming in Edinburgh 2019</a>	To agree to a further report being submitted to the Committee to include costs as well as income in a full scrutiny of processes comparing Edinburgh's results with cities that charged for the use of public space for filming in order to make recommendations on future Council policy in this area.	Executive Director of Place	October 2020	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
15	12.03.20	City of Edinburgh Council – Motion by Councillor Watt – International Women’s Day	<p>To agree that the equalities working group should:</p> <p>a) review the specific policies and equality impact assessments which the Council had put in place to prevent gender inequalities and improve support for survivors of gender-based violence;</p> <p>b) consider how these policies could be further developed; and</p> <p>c) make any recommendations for change to the Policy and Sustainability Committee within three cycles.</p>	Executive Director for Communities and Families	6 August 2020		<p><b>Recommended for closure</b></p> <p>Report on the agenda for this meeting</p>
16	Leadership Advisory Panel - 31 March 2020	<a href="#">Neighbourhood Alliance - Grant Funding Payment</a>	<p>1) To agree that the SLA would be circulated to the members of the LAP.</p> <p>2) To agree that a report</p>	Executive Director of Place	End of June 2020	26 June 2020	<b>CLOSED</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			would be taken to the Housing, Homelessness and Fair Work Committee detailing how long grant funding continue for and the exit strategy.	Director of Place	2020		
17	Leadership Advisory Panel - 23 April 2020	<a href="#">Consultation Planning Report</a>	<p>1) To note that a further report would be provided setting out the forward plan for consultations in due course.</p> <p>2) To further note the Festival and Events All Party Oversight Group (APOG) had not yet met as meetings were cancelled due to the current restrictions. Therefore, to agree to engage with elected members through the APOG as soon as practicable to allow the consultation to proceed at the earliest</p>	<p>Chief Executive</p> <p>Executive Director of Place Lead Officer: Paul Lawrence 0131 529 7325 <a href="mailto:paul.lawrence@edinburgh.gov.uk">paul.lawrence@edinburgh.gov.uk</a></p>	<p>23 July 2020</p> <p>28 May 20</p>	<p>23 July 2020</p> <p>28 May 2020</p>	<p><b>Recommended for closure</b></p> <p><b>CLOSED</b></p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 53			<p>opportunity. This would be brought back to the appropriate committee for approval before being published.</p> <p>3) To further agree that the next Policy and Sustainability Committee would receive an update on process and timeline for the consultation.</p> <p>4) To agree that the APOG on Festivals and Events should meet remotely in advance of the Policy and Sustainability Committee in order that Party Spokespersons could discuss the matter and influence the report.</p> <p>5) To recognise that COVID-19 was likely to have lasting impacts on the use of the City</p>	<p>Executive Director of Place</p> <p>Executive Director of Place</p> <p>Executive Director of Place</p>	<p>28 May 2020</p> <p>Ongoing</p>	<p>28 May 2020</p>	<p><b>CLOSED</b></p> <p><b>Recommended for closure</b></p> <p>The first meeting of the APOG was held on 4 May 2020.</p> <p><b><u>Update – 11 June 2020</u></b></p> <p>Consultation on the Public Spaces</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 54			Centre and to request that the APOG consider how to invite contributions from residents, businesses and stakeholders to inform a wider consultation on events and use of public spaces in the City Centre and beyond with an early outline to be given in the report to Policy and Sustainability Committee.				Management Plan has been put on hold due to Covid 19, and will be commenced at an appropriate time in order to get a broad range of input from the public.
	18	14.05.20	Local Police Plan	1) To request an update report in 6 months' time on a full assessment being made of the implications of the Covid-19 emergency addressing the risks and mitigation identified for Edinburgh, any public feedback that might alter priorities and any altered	Police Scotland	November 2020	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 55			<p>national Police priorities and that these be worked into an updated, dynamic plan.</p> <p>2) To call for a further report giving details of the management of Police officer numbers in the City of Edinburgh, noting the reduction in numbers in recent years and detailing the continued partnership with the Council and any budget implications of Community Officers provision.</p>	Police Scotland	6 August 2020		<p><b>Recommended for closure</b></p> <p>Report on the agenda for this meeting</p>
	19	14.05.20	<a href="#">Creating Safe Spaces for Walking and Cycling</a>	To agree to add the action that 'all schemes approved by a TTRO under delegated authority should be reported to the committee on a two-monthly cycle or in the event of a significant change in national movement restrictions or social	Executive Director of Place	20 August 2020	
	28.05.20	Rolling Actions Log					

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			distancing guidance, with a recommendation to continue or discontinue each scheme', as was agreed at the Policy and Sustainability Committee of 14 May 2020.				
20	28.05.20	<a href="#">Decisions Taken under Delegated Power and Operational Decision Making - Covid-19</a>	1) To call for a short report in three cycles fully detailing the decisions made so far, and providing options to re-open community centres as part of Adaption and Renewal, to allow access to volunteers from community centre management committees to operate food parcel distribution, where an agreed plan of how they will operate in a safe and socially distant manner can be put in place.	Chief Executive	9 July 2020	9 July 2020	<b>CLOSED</b>



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 57			2) To agree to an interim members' briefing on the progress of 1) above.	Executive Director for Communities and Families	End September 2020		
			3) To note that a report would be brought to the next meeting of the Policy and Sustainability Committee setting out the approach to the Spaces for People programme and how this would be linked to economic recovery	Executive Director of Place	11 June 2020	11 June 2020	<b>Closed</b>
			4) To note that the Chief Officer (EHSCP) had agreed to provide the number of patients that were discharged from hospitals into care homes prior to the change in guidance on testing.	Chief Officer, Edinburgh Health and Social Care Partnership	End of July 2020		<b><u>Update 23 July 2020</u></b> Briefing note to be issued to Committee members by the end of July 2020
			5) To note that decision D50 would be clarified in	Chief Executive	25 June 2020	25 June 2020	<b>CLOSED</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			the next report.				
21	28.05.20	<a href="#">Revenue Budget 2020/21 Update</a>	<p>1) To requests a report on the capital programme when appropriate.</p> <p>2) To confirm with COSLA whether the joint letter to the Chancellor had been issued and to request that the response be shared with members.</p>	<p>Executive Director of Resources</p> <p>Executive Director of Resources</p>	<p>25 June 2020</p> <p>20 August 2020</p>	<p>25 June 2020</p> <p>6 August 2020</p>	<p><b>CLOSED</b></p> <p><b>Recommended for closure</b></p> <p>A joint letter was not issued, following a decision by the LGA to write independently to HM Treasury.</p>
22	28.05.20	<a href="#">Outcome Report of the Short Life Working Group to Examine Communities and Families Third Party Grants</a>	To provide guidance for members on how to guide the organisations that would be changing or closing as a result of an unsuccessful application for funding.	Executive Director for Communities and Families	End of July 2020		
23	28.05.20	<a href="#">Public Realm CCTV Continuation of Service</a>	To call for a further report as part of the report on Smart Cities, as soon as practical, detailing where the project had reached in relation to progress	Executive Director for Communities and Families	23 July 2020	23 July 2020	<b>Recommended for closure</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			with the CCTV upgrade procurement exercise and the anticipated timeline for delivery of the Public Realm Upgrade.				
24	11.06.20	<a href="#">Tourism and Hospitality Sector Recovery Plan</a>	Agrees to continue the report within 2 cycles for direct engagement with EICC and Marketing Edinburgh and to come back to committee with more detail on the in-house model as outlined in option 4, including further detail of Scottish Government and industry resources	Executive Director of Place	9 July 2020	9 July 2020	<b>CLOSED</b>
	09.07.20	<a href="#">Tourism and Hospitality Sector Recovery Plan – Follow Up</a>	Notes the importance of Business tourism to the City’s hospitality sector and the importance of business tourism in helping many of Edinburgh’s sectors access the global market;  Notes this would require additional engagement with industry and key partners to	Executive Director of Place	End 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			fully develop a long-term approach and agree that this should be reported back to the Policy and Sustainability Committee, including how the organisational structure will operate throughout the City.				
25	11.06.20	<a href="#">Scottish Government Town Centre Fund Update and Regeneration Capital Grant Fund Applications</a>	<p>1) Asks for a further report in two cycles updating committee on progress of the 2019/20 RCGF projects:</p> <ul style="list-style-type: none"> <li>- Business space project at E2 Fountainbridge;</li> <li>- Portobello Town Hall;</li> <li>- Industrial Estate Development at Russell Road;</li> <li>- Pennywell Culture and Learning Hub</li> </ul> <p>2) To agree a report would come back to Committee</p>	Executive Director of Place	23 July 2020	23 July 2020	<b>Recommended for closure</b>
				Executive Director of Place	23 July 202	23 July 2020	<b>Recommended for closure</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			in two cycles that includes proposals on North Edinburgh Arts				
26	11.06.20	Black Lives Matter – Motion by Councillor Day  (see minute of 11 June 2020)	<p>1) To reaffirm the commitment to ensure the Council treats all people equally and with fairness and respect and calls for a report within three cycles setting out current staff training provision around equality and unconscious bias and any proposals to strengthen such arrangements</p> <p>2) That an action plan be brought forward by the Chief Executive within three cycles to introduce best practice in the council's recruitment and employment practices, including, but</p>	<p>Executive Director of Resources Lead Officer: Katy Miller 0131 469 5522 <a href="mailto:katy.miller@edinburgh.gov.uk">katy.miller@edinburgh.gov.uk</a></p> <p>Chief Executive</p>	23 July 2020	23 July 2020	<b>All recommended for closure</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 62			not limited to, ensuring that equality, diversity and anti-discrimination training was introduced as standard for all staff.				
			3) That the Executive Director for Communities and Families bring forward an action plan within three cycles to enhance diversity and inclusion in Edinburgh's schools, that included actions identified in recent committee papers, (Preventing and Responding to Bullying and Prejudice among Children and Young People October 2019 and Promoting Equality, October 2020) and include actions to ensure that BME history and culture were	Executive Director for Communities and Families	23 July 2020	23 July 2020	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 63			included in all phases of secondary school education, across all disciplines in Edinburgh schools, and that the Leader of the Council write to the Private schools in Edinburgh asking them to demonstrate that they were doing the same.				
			4) That the Chief Executive bring forward a plan within three cycles to review any features within the council boundary which commemorated those with close links to slavery and colonialism, including, but not limited to, public statues and monuments, street or building names; further agree that this review	Chief Executive	23 July 2020	23 July 2020	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 64			should be led by one or more members of the BME community, and should closely consult with the wider BME community, and that the review should consider all options, including removal of statues, and make recommendations to rectify the glorification of slavery and colonialism which these commemorations represent to many people.				
	27	11.06.20	Funding of Temporary Accommodation for Homeless People – motion by Councillor Watt  (see minute of 11 June 2020)	1) To call for a report to be submitted to the Policy and Sustainability Committee, which listed the current temporary accommodation that had been contracted for since the CV-19 pandemic: giving the type of accommodation,	Executive Director for Communities and Families	September 2020	



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 65			<p>the number of families and single people accommodated and the current end date of the contracts.</p>				
			<p>2) To agree that the report should set out the work to date on an exit strategy and transition post lock down to find positive solutions for people moving on from accommodation provided as a public health response to the Covid 19 pandemic. This should include an update report on the work to increase the number of PSL properties available to use as temporary accommodation.</p>				
			<p>3) The report should also make recommendations</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 66			<p>as to what types of accommodation could be purchased or leased long-term (including – but not restricted to – properties that were previously being used for ‘air bnb’ style short-term lets and suitable student accommodation which was likely otherwise to remain unoccupied). It should also consider work with third sector partners and how contracting could be used to secure further accommodation so that all options would be examined to ensure that suitable accommodation was available for people when their current accommodation ceased to be available.</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
28	11.06.20	Support for Local Business Campaign - motion by Councillor Cook  (see minute of 11 June 2020)	<p>1) To agree that a report be brought forward in three cycles with options available to institute a 'Support for Local Business' campaign in aid of traders in local town centres and high streets such as, but not limited to Morningside, Bruntsfield, Stockbridge and Corstorphine, as we go through the various stages of reopening under the Scottish Government's route map.</p> <p>2) The report should include options on actions such as local digital and print advertising initiatives and local signage and aesthetic improvements</p>	Executive Director of Place	23 July 2020	28 July 2020	<p><b>Recommended for closure</b></p> <p>Report to Council on 28 July 2020</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			to local high streets as well as plans to consult directly with small businesses on what additional action the Council could take to help and support their recovery.				
29 Page 68	25.06.20	<a href="#">Adaptation and Renewal Programme Update</a>	<p>To request that the Chief Officer of the Health and Social Care Partnership provide a report to Committee, at an appropriate time when information was available, containing, but not limited to, the following:</p> <p>a) An explanation for the disproportionately high number of Edinburgh Covid-19 deaths that had occurred in care homes;</p> <p>b) Details of the number of care home Covid-19 deaths where the</p>	Chief Officer, Edinburgh Health and Social Care Partnership	August 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 69			<p>deceased had previously been in hospital;</p> <p>An explanation for the disproportionately high number of Edinburgh Covid-19 deaths in relation to the number of non-Covid-19 deaths;</p> <p>Understanding why the number of Edinburgh care homes showing a suspected case of Covid-19 deaths continued to increase;</p> <p>The steps taken by the Partnership, or the Public Health Advisory Board, to address the issues brought out by a) and c) in relation to future outbreaks: and</p> <p>f) The issues raised with the Edinburgh IJB and NHS</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Lothian about minimising the impact of future outbreaks across Edinburgh.				
30	25.06.20	<a href="#">Schools Re-opening</a>	<p>1) To note that the Council was currently conducting a survey of parents on the implications of part-time in-school learning for childcare and a report on this would be brought to the committee in two cycles</p> <p>2) To recognise that the statement of the Deputy First Minister on 23 June meant that implementation of Phase 4 rather than Phase 3 was now the objective for the return to school in August and ask for officers to continue to update parents and report to Committee prior to schools returning in</p>	<p>Executive Director for Communities and Families</p> <p>Executive Director for Communities and Families</p>	<p>23 July 2020</p> <p>23 July 2020</p>	<p>23 July 2020</p> <p>23 July 2020</p>	<p><b>Recommended for closure</b></p> <p><b>Recommended for closure</b></p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 71			<p>August on how this could be implemented in detail with specific issues addressed to include:</p> <ul style="list-style-type: none"> <li>• Detail on what additional hygiene measures would need to be implemented to move immediately to Phase 4 rather than Phase 3 and estimated costs;</li> <li>• Detail on responsive closure plans should a school or centre be connected to a virus outbreak;</li> <li>• Detail on what online provision can be made available to children who live with a parent falling into the shielding category;</li> <li>• Proportion of City of</li> </ul>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 72			<p>Edinburgh teaching and support staff falling into the shielding category or living in shielding households;</p> <ul style="list-style-type: none"> <li>Costs of addressing the expected short-fall in staffing through supply teaching and estimation of whether additional recruitment is required and what measures could be undertaken to fulfil this e.g. secondments and support from other qualified individuals, including teachers who have left the profession, those with other UK or international qualifications and those close to</li> </ul>				



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 73	09.07.20	<a href="#">Schools Re-opening Update</a>	<p>completing their teaching qualifications, to assist in supporting learning.</p> <p>3) To agree that an update on the return to school and the revised Local Delivery Phasing Plan would be provided to the next meeting of this committee</p>	Executive Director for Communities and Families	9 July 2020	9 July 2020	<b>CLOSED</b>
			<p>To recognise the importance of Out of School/After-School/Breakfast Clubs and other activities that support young people and their families before or after school, making use of the buildings.</p> <p>Understands that these activities will take time to organise, but that it would be highly desirable for them to be available for an assumed</p>	Executive Director for Communities and Families	23 July 2020	23 July 2020	<b>Recommended for closure</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 74	23.07.20	<a href="#">Schools Re-Opening Update</a>	<p>return to full time education on 12 August.</p> <p>To note that the Executive Director for Communities and Families would set out a clear plan for school lets to support this, and also review the impact on early years settings whose facilities may be required for the 50% contingency planning as soon as possible, and report to Committee on these matters on 23 July 2020</p>				
			<p>1) To agree a further update will be provided for the next committee meeting on 6th August 2020.</p> <p>2) To agree to provide a briefing note to Pentland Hills ward councillors on</p>	<p>Executive Director for Communities and Families</p> <p>Executive Director for Communities and</p>	<p>6 August 2020</p> <p>Awaiting update</p>	<p><b>Recommended for closure</b></p> <p>Report on the agenda for this meeting</p>	

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>the alternative arrangements for Currie Primary School.</p> <p>3) To agree to report back on the plans for the approach to youth work.</p>	<p>Families</p> <p>Executive Director for Communities and Families</p>	20 August 2020		
31	25.06.20	<a href="#">South East of Scotland Regional Transport Transition Plan</a>	Requests that a business bulletin item, Members' briefing or report are brought forward as appropriate as progress is made in conjunction with other partners to update Council as outlined in the report by the Executive Director of Place	Executive Director of Place	End 2020		
32	25.06.20	Rural Roads Speeds Review (Spaces for People) – Motion by Councillor Webber  (see minute of 25 June 2020)	To request a briefing outlining progress on the temporary review of speed limits on the identified rural roads as part of the “Spaces for People” initiative and seek to accelerate all speed limit implementation plans	Executive Director of Place	End August 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
33	30.06.20  (City of Edinburgh Council)	City of Edinburgh Council – Motion by Councillor Cameron -Impact of Covid-19 on Equalities in Edinburgh  (see minute of 30 June 2020)	Council calls on the Chief Executive to continue reporting to the Policy and Sustainability Committee, in a similar format at the report at agenda item 6.1 to the Policy and Sustainability Committee on 25 June 2022, to highlight the actions taken.	Chief Executive	20 August 2020		<b><u>Update – 23 July 2020</u></b>  How the Council will address and improve its approach to equalities in the aftermath of COVID-19 and through the recovery planning for the council and the city will be considered and addressed as part of the next update of the Adaptation and Renewal Programme
34	30.06.20  (City of Edinburgh Council)	City of Edinburgh Council – Motion by Councillor Rust – Engagement with Employees  (see minute of 30 June 2020)	To provide Members with a briefing detailing the range of tools and opportunities for Employee engagement.	Executive Director of Resources	August 2020		<b><u>Update – 6 August 2020</u></b>  A briefing note is currently in preparation and will be circulated to the Committee during

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							August 2020.
35	30 June 2020  (City of Edinburgh Council)	City of Edinburgh Council – Motion by Councillor Lezley Marion Cameron – Liberton Primary School  (see minute of 30 June 2020)	To agree an update report to the Policy and Sustainability Committee in three cycles setting out the timescale and progress made to date on the rebuilding and refurbishing of Liberton Primary School to a quality and Standard which meets 2020 guidelines for class sizes and communal areas; and which also creates the necessary additional space to accommodate continually rising school rolls.	Executive Director for Communities and Families	20 August 2020		
36	09.07.20	<a href="#">Homelessness Services - Use of Temporary Accommodation</a>	1) To request a further report to be presented by the end of August 2020 updating on the financial implications of responding to the COVID-19 pandemic in relation to temporary	Executive Director for Communities and Families	End August		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 78			<p>accommodation and agree that this report would also set out a detailed and costed plan to target short stay holiday accommodation for conversion into homes, including for use as temporary accommodation for homeless people.</p>				
			<p>2) To request that the further report include a detailed breakdown of the additional costs of providing Temporary Accommodation as part of the public health response to Covid-19 crisis along with the proposed exit strategy agreed with partners, financial support available from the Scottish Government post 30 June and any</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			forward plan the Council was making for estimated costs post any additional funding.				
37	09.07.20	<a href="#">Community Centres Re-opening</a>	To agree that officers would work with the Community Centre Management Teams of the Jack Kane, Sandy's - in Craigmillar and Magdalene Community Centres to provide access their community centres in July, subject to public health and legal requirements being met and notwithstanding any needs for space to ensure pupils' return to school, on an agreed restricted basis to support community projects, and request a further report be brought in August with options for opening other community centres including opening dates.	Executive Director for Communities and Families	August 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
38	09.07.20	<a href="#">Re-opening of Public Conveniences</a>	1) To remain dissatisfied with the rationale for keeping all other public conveniences closed and to request a further report in two cycles, describing what measures and investment would be required in order to allow these important public facilities to be opened as a priority.	Executive Director of Place	6 August 2020		<p><b>Recommended for closure</b></p> <p>Report on the agenda for this meeting</p> <p>There was also a request for some data to be circulated – this will be included in the report on 6 August in order to keep in context,</p>
			2) To note that a review of operations following reopening would be presented to the appropriate Committee in October 2020	Executive Director of Place	October 2020		
39	09.07.20	<a href="#">Transport Infrastructure Investment – Capital Delivery</a>	1) To note the capital projects listed in appendix 5 and 6 of the March 2019 report	Executive Director of Place	End August 2020		



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 81		<a href="#">Priorities for 2020/21</a>	<p>'Transport Infrastructure Investment – Capital Delivery Priorities for 2019/20' which (i) were not delivered as scheduled and (ii) were not referenced in this new report, and therefore agree that a members' briefing be issued within four weeks, itemising these projects and current plans</p>				
			<p>2) To agree to a members briefing on the current position on the roll out of the Energy Efficient Street Lighting Programme, including heritage lighting renewals which have not been able to be upgraded previously.</p>	Executive Director of Place	6 August 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
40	09.07.20	<a href="#">Reform of Transport Arm's Length External Organisations</a>	To agree to receive a report in two cycles on the recommended approach to reform of the Transport ALEO which will include an evaluation of the impact of the proposed integration on delivery of 2030 Carbon Neutral Edinburgh targets and on equalities (the initial equalities impact assessment) and a timetable for the creation of a new plan for public transport as covered in 4.21 of the report by the Executive Director of Place.	Executive Director of Place	September 2020		<p>Engagement has commenced with the Transport Arm's Length Organisations, with the minority shareholders and with Unite. Further discussions are planned, and it is expected that feedback from the minority shareholders will be received once their Committees restart after their summer recess.</p> <p>It is therefore anticipated that a report on the recommended approach will be ready by mid-September 2020</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
41	23.07.20	<a href="#">Adaptation and Renewal Programme Update</a>	To agree to provide a short briefing note on the transport figures for Morningside Station.	Executive Director of Place	End August 2020		
42	23.07.20	<a href="#">Engagement Through Adaptation and Renewal</a>	That officers consider the resumption of non-essential consultation activity as part of the Adaptation and Renewal programme and provide an update to committee on next steps in September	Chief Executive	September 2020		
43	23.07.20	<a href="#">Council Response to Edinburgh Climate Commission and Sustainability Programme Update</a>	1) To agree that planning for a green recovery and the Council net zero by 2030 carbon target will be integrated into the Adaptation and Renewal Programme including all future significant operational or financial proposals that will form the basis of a new council business plan. An update on	Chief Executive	October 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
44	23.07.20	<a href="#">Revenue Budget 2020/21 Update</a>	<p>progress will be provided in October.</p> <p>2) To agree that a summary of the sustainability programme activity and progress towards the carbon target will be provided before the start of the new financial year.</p>	Chief Executive	March 2021		
			<p>To agree to provide a briefing note with a breakdown of the £31m loss relating to Council ALEOs</p>	Executive Director of Resources	August 2020		<p><b><u>Update – 6 August 2020</u></b></p> <p>A briefing note is currently in preparation and will be circulated to the Committee during August 2020.</p>
45	23.07.20	<a href="#">Spaces for People - Additional Contract Waiver for Material Orders</a>	To agree to provide a briefing note for the committee on the price changes of traffic management products	Executive Director of Place	End August 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		<a href="#">and Contract Service</a>					
46	23.07.20	<a href="#">Public Realm CCTV Update</a>	To request an update on the Public Realm CCTV upgrade project progress in six months' time	Executive Director for Communities and Families	January 2021		
47	23.07.20	Spaces for People Initiative - Motion by Councillor Macinnes	Requests a report, within two cycles, which describes that evidence and indicates its relevance to both the Spaces for People initiative and existing transport policy in the city and looks forward to using that report to continue its two-way dialogue and engagement with high street businesses over the coming months.	Executive Director of Place	20 August 2020		
48	23.07.20	<a href="#">Response to Motion on Black Lives Matter</a>	To consider the approach underway across the Council and to note that further imbedding equalities would be a key aspect of adaptation and renewal with the aspiration for an ambitious approach to	Chief Executive	August 2020		A meeting is to be arranged in August 2020.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			equalities and rights, and that this work would be overseen by the Equalities Working Group.				

## Policy and Sustainability Committee

10.00am, Thursday, 6 August 2020

### Police Partnership Performance and Activity Report: 1 October to 31 March 2020

Executive/routine  
Wards  
Council Commitments

#### 1. Recommendations

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It is recommended that the Policy and Sustainability Committee:

- 1.1 Note the progress report from the Edinburgh Divisional Commander for Police Scotland attached at Appendix 1 covering the Period 1 October 2019 to 31 March 2020;
- 1.2 Note the end of Council funding (£1.5m) associated with the allocation of 35 community (ward) police officers from 1 April 2020;
- 1.3 Note that future summary reports will align with the tasks and activity of the 8 FAHST police officers (embedded into the Council's Family and Household Support Service) and Youth Justice Sergeant, reflecting priorities as set out by the Edinburgh Community Safety Partnership, Community Safety Strategy 2020-2023 and Youth Justice Strategy (2020);
- 1.4 Agree a review of the existing Performance Framework and individual Key Performance Indicators to reflect the April 2020 changes in funding and police officer designation.

#### Alistair Gaw

Executive Director for Communities and Families

Contact: Jon Ferrer, Senior Manager, Quality, Governance and Regulation

E-mail: [Jon.Ferrer@edinburgh.gov.uk](mailto:Jon.Ferrer@edinburgh.gov.uk) | Tel: 0131 553 8396

## Police Partnership Performance and Activity Report: 1 October 2019 to 31 March 2020

### 2. Executive Summary

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- 2.1 In February 2020 a full Council Meeting approved a reduction in funding to Police Scotland, from £2.1 million to £578k, ringfencing funding to protect 8 FASHT Police Officers and the Youth Justice Sergeant.
- 2.2 In February 2020 the Culture and Communities Committee agreed a refreshed Partnership Agreement between the City of Edinburgh Council and the Edinburgh Division of Police Scotland. They requested a detailed qualitative and quantitative progress report from the Edinburgh Divisional Commander for Police Scotland, or their designated deputy, on a quarterly basis. The Performance and Activity report provided by Police Scotland which provides information for quarters 3 and 4 is at Appendix 1.
- 2.3 It is noted that due to negotiations undertaken with regard the revised funding agreement and service level agreement and with the transfer of oversight from the Culture and Communities Committee no summary report was prepared for quarter 3 (1 October to 31 December 2020), the data related to this quarter is therefore available under Appendix 1.
- 2.4 The funding reduction was applied with effect from 1 April 2020. The remaining allocation is in keeping with the strategic objectives of the organisation and of Safer and Stronger Communities. By retaining the complement of the FAHST funded officers' posts, strategic aims remain specifically targeted towards early intervention and prevention that align with the broader organisational context; to reduce poverty and inequality and to continue to work alongside some of the most disadvantaged and vulnerable individuals within our communities.

### 3. Background

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- 3.1 Since 2003, the Council has provided funding to support community policing activities, in both local neighbourhoods and city centre, and through targeted interventions undertaken to detect and disrupt anti-social behaviour and issues associated with community safety. The Council formalised the arrangement to



support community policing through a Service Level Agreement with Police Scotland.

- 3.2 In 2019 Full Council agreed a reduction in funding of 500k (reduction in overall funding from £2.6m to £2.1m), which realised a reduction of seven funded community police constables, resulting in the overall reduction of funded community officers deployed within the capitals city centre district.
- 3.3 The reduction in funding also saw the deletion of 4 FAHST officers based within the Family and Household Support Service, leaving a compliment of eight officers, 2 in each of the 4 localities.
- 3.4 In financial period 2019/20, £2.08 million revenue funding was provided to Police Scotland by the Council to resource the following:
  - 3.4.1 35 “named” Community Police Officers (Police Constable rank) working within local communities, based within wards and the city centre to manage specific issues such as those concentrated around the night time economy, business community and tourism. The Community Officers support community engagement activities.
  - 3.4.2 8 Family and Household Support Officers (Police Constable rank), based within localities, whose role is to share information daily and support Council Family and Household Support teams in activity within the locality.
  - 3.4.3 One Youth Justice Officer (Police Sergeant rank) responsible for coordinating Police Scotland activity around the development of Youth Services in line with Council policies and liaison with Youth Justice services within the Council.

## **4. Main report**

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- 4.1 In July 2019 the Culture and Communities Committee agreed a refreshed Partnership Agreement between the City of Edinburgh Council and the Edinburgh Division of Police Scotland in respect of community policing.
- 4.2 A detailed qualitative and quantitative progress report from the Edinburgh Divisional Commander for Police Scotland, or their designated deputy, was requested on a quarterly basis.
- 4.3 The Performance and Activity report provided by Police Scotland covering the period 1 October to 31 March 2020 is at Appendix 1. It has been written by Police Scotland with additional information provided by the City of Edinburgh Council’s Family and Household Support Service.

## **5. Next Steps**

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- 5.1 In April 2020 funding was reduced from £2.08m to 578k. The revised Partnership Agreement and associated reporting coverage will, from April 2020 onwards, only provide information and data associated with the activity undertaken by the 8 FAHST officers and the 1 Youth Justice Police Sergeant.
- 5.2 The next review of the partnership agreement will commence no later than 1 November 2020, to ensure content reflects accurately the changes associated with service delivery and alignment with respective business and budget planning cycles within both organisations.
- 5.3 The refreshed framework will further enable the identification of areas where performance improvements can be realised to ensure effective targeted delivery and the coordination of partnership resources to address areas of concern, thus adopting a more intelligence led approach to the deployment of officers as well as the continued broader collaboration between the Council and Police Scotland.

## **6. Financial impact**

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- 6.1 The funding provided to Police Scotland by the City of Edinburgh Council was reduced by £1.5m in 2020 (from £2.08m to £578k), a decision ratified by Council committee in March 2020.
- 6.2 The remaining funding is ringfenced to secure ongoing activity undertaken by the 8-remaining designated FAHST police officers (2 per locality) and the post of Youth Justice Sergeant. This position will be reviewed annually.

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

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- 7.1 There has been no consultation with elected members with regards the preparation of this report.
- 7.2 The City of Edinburgh Council and the Edinburgh Division of Police Scotland continue to review current methods to improve our collective ability to detect, respond, disrupt and divert individuals and groups away from anti-social and offending behaviour that serves to damage community cohesion and increase fear of crime and disorder.
- 7.3 The use of current, up to date intelligence, targeted tactical deployment and responsive, preventative approaches will serve to increase public confidence and help tackle the root causes of such behaviours.

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

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- 8.1 There is no background reading or external references for this report.

## 9. Appendices

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- 9.1 Appendix 1 - Police Partnership Performance Activity Report: 1 October 2019 to 31 March 2020.



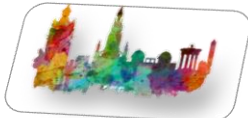
# EDINBURGH CITY DIVISION



## PARTNERSHIP AGREEMENT: FUNDED OFFICERS PERFORMANCE AND ACTIVITY REPORT

Time Period: 1<sup>st</sup> October 2019 – 31<sup>st</sup> March 2020

Governance: Culture and Communities Committee



This report outlines the performance and activity of the City of Edinburgh Council funded community officers who are covered under the terms of the Partnership Agreement between Police Scotland and City of Edinburgh Council.

It outlines the activity of:

- 35 Ward officers deployed across 4 Localities in the City,
- 8 officers who work in conjunction with the Family and Household Support Teams.
- 1 Youth Justice Sergeant.

Over and above the data provided in this report Appendix A has been included to highlight the range of community policing activity and responsive work carried out by the officers.

*NB. It should be noted that Area Commanders also provide local update reporting to their 4 Locality Committees in addition to verbal updates regarding bespoke initiatives and engagement activity carried out by funded officers in their area.*

## Contents

<b>SECTION 1</b>	<b>FOREWORD</b>
<b>SECTION 2</b>	<b>ACTIVITY AND PERFORMANCE OVERVIEW</b>
<b>SECTION 3</b>	<b>OVERVIEW OF FAHST OFFICER WORK</b>
<b>SECTION 4</b>	<b>OVERVIEW OF YOUTH JUSTICE SERGEANT ROLE</b>
<b>SECTION 5</b>	<b>OUTLINE OF KEY ENGAGEMENT ACTIVITY IN LOCALITIES</b>
<b>APPENDIX A</b>	<b>QUALITATIVE SNAPSHOT OF REPORTED ACTIVITIES</b>

Richard Thomas

Superintendent Partnerships  
E Division  
Police Scotland

*As the Partnerships lead for Police Scotland's Edinburgh Division, I am pleased to present this overview of funded officer activity for the period covering 1<sup>st</sup> October 2019 – 31<sup>st</sup> March 2020. I hope it demonstrates the effective and cohesive collaboration with the City of Edinburgh Council, which is integral to delivery of our joint outcomes, and to improving the safety and wellbeing of our communities.*

*This report provides a detailed insight into the work of funded officers in their localities, and shows the commitment we share with partners to deliver the Locality Improvement Plan outcomes and Local Policing Plan priorities. The importance of partnership working, as evidenced here, cannot be overstated in terms of addressing the needs of our communities, and building confidence in public services.*

Jon Ferrer

Senior Manager Quality,  
Governance and Regulation  
City of Edinburgh Council

*I am pleased to present the latest joint report with colleagues from Police Scotland covering the period October 2019 to March 2020. Despite the recent reduction in overall funding available to support the union between Family and Household Support and Police Scotland it is clear that the combined effort of officers and staff remains an imperative ingredient to effective team work.*

*The service remains committed to working in close partnership with colleagues in Police Scotland. We continue to build strong synergies in the way we assess and respond to those who may be in need of support and protection.*

*I wish to take this opportunity to acknowledge the hard work and commitment of both the FAHST and Community Ward Officers over the reporting period. The important benefits of good information and intelligence sharing and cooperation to support often complex and dynamic casework, joint visits, attendance at child and adult case conferences, community engagement events, public meetings, team meetings and targeted working groups. The officers provide invaluable advice and assistance with challenging cases and when preparing cases for escalation to the Council's legal team. Several officers have also organized and funded projects/grants for youth related work in their local area.*



Key Performance Indicator	Activity Measured	Data
Current Vacancy Level		Zero
Compensatory Abstractions	Number of days where officers are abstracted from role / locality for non-funded duties	<p>North East: 49</p> <p>North West: 64</p> <p>South East : 76</p> <p>South West: 23</p> <p>Compensatory Work</p> <p>North East: OP Orbit / CPTF - 36</p> <p>North West: CPTF - 80</p> <p>South East : OP Servator / CPTF - 84</p> <p>South West: CPTF - 40</p>
Routine Abstractions	For example: rest days, absences, mandatory training, major incidents	206
Engagement activities with communities and educational establishments	Activities within communities including community council meetings, community surgeries, events and social media messages.	<p>Council Meetings: 58</p> <p>Community Surgeries: 138</p> <p>Community Events: 91</p> <p>Social Media Messages: 181</p>
Level of recorded antisocial behaviour incidents recorded by Police Scotland	Incidents recorded within Edinburgh Division	<p>This Year to Date: 26978</p> <p>Last Year To Date: 28023</p> <p>% Difference: -3.7%</p>
Level of recorded antisocial behaviour complaints recorded by Local Authority	Per 10,000 population	<p>This Year to Date: 648.4</p> <p>Last Year To Date: 673.5</p> <p>% Difference: -3.7%</p>
Number of intervention visits	To include activity around complaints of hate crime, acquisitive crime and antisocial behaviour	<p>Hate Crime: 462</p> <p>Acquisitive Crime: 775</p> <p>Antisocial Behaviour: 1089</p> <p>TOTAL: 2326</p>
Licensed premises monitoring	Innkeeper entries created	(419 Inspections and 518 Incidents) 937
Road safety: Focus on Monitoring and Activity Around 20mph zones and local road safety issues of concern	Number of road safety operations and parking complaints dealt with, Number of warnings issued, number of tickets issued.	<p>Operations and Parking complaints: 107</p> <p>Warnings issued: 375</p> <p>Tickets issued: 23</p>



## TRENDS

There has been city-wide **reduction in acquisitive crime of 7.3%**. There were 162 fewer victims of dwelling housebreaking and 274 fewer victims of motor vehicle crime.

**Antisocial behaviour reduced across the city with 510 fewer reported incidents.**



### **Collaborative working: Family and Household Support Service and funded FAHST Officers.**

The combined activity of both the FAHST police officers and FHS service is intended to foster effective information sharing to ensure early and effective interventions leading to long term positive outcomes. Eight police officers, two in each locality, continue to work closely with their respective FHS team to achieve short and long term behaviour change, reducing the impact of familial and generational offending and antisocial behaviour that contributes to poor outcomes and reduces the need to escalate to enforcement action ie ASBO's and eviction.

FAHST officers operate within the parameters of the agreed Information Sharing Protocols, providing local intelligence in real time to determine the type and immediacy of response required. Officers work closely with Family and household Support to prioritize activities, identify and react to trends and patterns associated with escalation of risk, disruption and/or concern.

Officers draw on information obtained from wider Police led intelligence gathering to assist in assessing risk, plan visits and agree a proportionate approach. Officers participate in and contribute towards multi-agency meetings where FHS are involved or where they are actively contributing to a plan of support and intervention, such as Getting it Right for Everyone, Escalating Concerns, Stronger Edinburgh and Reviews of Anti-social Behaviour Orders (including Interims) held by the FHS Service.

Officers are afforded a range of development opportunities, including attendance at regular FHS staff meetings, relevant legal training and opportunities offered by the Council. Closer links have been fostered with the introduction of direct 1:1 Support also available from the allocated FHS Manager.

### **Service Developments:**

#### **Coming together**

The second annual FAHST event was held on 9 October 2019, planned and delivered jointly by FHS staff and Police Scotland. The content covered topics including the need to develop an Information Sharing Protocol and the use of police reports and daily briefings.

The event and the agreed actions generated from it will allow both services to continue to build and strengthen joint working and practice, to streamline processes and effectively target resources.

#### **Stronger Edinburgh**

In collaboration FHS and FASHT developed *Stronger Edinburgh* methodology enabling more effective engagement with children/young people and vulnerable adults. Whilst still in its infancy, the approach builds on the success of 'Stronger North' and enjoys the continued support and commitment from key partners and stakeholders.

This relatively new way of working within an antisocial behaviour and Community Safety sphere is very much a partnership approach involving Education, Social Work and Mental Health and Substance Misuse Services. The model sees a departure from a more traditional and often siloed approach to intervention with families where services work in relative isolation (based on assessed need or risk), to one that fosters joint work and cooperation at a much earlier stage and before the point of crisis.





### **Case Example 1: Influencing Behaviour Change**

Residents in Leith described as living in fear due to criminal activity and anti-social behaviour from an adult male neighbour and his visitors. This neighbour was an elderly man with a history of offending. Following an alleged incident, the local FAHST Police officer escalated the person of interest to the attention of the FHS team.

Police and FHS worked in partnership to address the criminal and anti-social behaviour experienced by the residents whilst also attempting to engage and offer support to the person of interest. Intervention included undertaking joint investigative enquiries to evidence the negative impact of the behaviour on the other residents, whilst also assessing the person of interests own vulnerabilities. It emerged that although the gentleman had an extensive number of pending charges, failure to appear in court, a repeat perpetrator of antisocial behaviour and offending, concerns also existed to emerging evidence that he was being coerced, manipulated and potentially exploited by others.

The combination of enquiry and support led to the male becoming subject to Adult Support and Protection Measures, with ongoing support provided by FHS staff and Police to understand and influence his destructive behaviour, support positive change, work closely with social work and provide reassurance and security to residents in the building.

The success of this intervention reflects the importance of close coordination between services, residents and victims feeling they have been heard, listened to and good communication to help them understand the complexity surrounding the person of interest. Residents have reported that they are supportive of the FHS/FHAS approach. "The regular contact with a named FAHST Police Officer has in particular given reassurance to residents".

### **Case Example 2 – Information Sharing**

Joint FHS and Police enquires highlighted adult welfare concerns for a female resident. Police assisted in compiling a chronology of incidents and episodes to provide evidence to colleagues in Social Work of risk and vulnerability. Support was offered around safe gatekeeping, managing unwanted visitors attending the property and causing a nuisance. The combined efforts resulted in an Adult Support and Protection case conference to coordinate support. Effective information and intelligence sharing provided substantial evidence leading to bail conditions being applied by the court.

### **Case Example 3 – Early Interventions**

Following an incident in which 2 adult men 'kicked in' a tenant's front door and the adjacent water pipe, causing significant damage in the stair and to the tenants ceiling.

FHS staff worked closely with the FAHST Police Officers to investigate the incident and received a subsequent complaint in which a resident also alleged racially aggravated comments. The complainer was advised to report the matter to police as a hate crime.

A stair investigation was undertaken with accompanying letters issued to each tenant in relation to the ASB and material damage to the stair. Evidence gathered as a result provided grounds for a formal warning to be issued. The local Community Policing Team and the Councils Community Safety Night Noise team also undertook passing patrols.

### **Case study 4 – Good Partnership Work**

Complaints received about a single occupancy, young female tenant exhibiting ASB, having parties and young people visiting her tenancy on a regular basis. Tenant experienced poor mental health and was reported to be a heavy cannabis user, there were also reports the house was in very poor condition with swarms of flies due to the amount of food waste and detritus left lying around. The



individual and her associates had previously been issued with fines and on one occasion charged with a Breach of the Peace. FAHST Police Officers and FHS staff worked together and arranged for the tenant to be discussed at the vulnerable Adults Group resulting in her allocation to the Substance Misuse Social Work Service.

The Social Worker, Police and FHS engaged in multi-agency discussion to explore the concerns and influencing factors and the negative impact on both the tenant and the local community.

Due to the damage caused and the nature of the ASB a warning was issued in relation to her behaviour. Support was also offered in the form of her allocated Social Worker and a FAHST Police Officer undertaking joint weekly visits to discuss her behaviour and support a process of change.

#### **Case Example 5 – CCTV negotiation**

ASB case reporting growing tension and conflict between an owner/occupier and a CEC tenant. FHS worked closely with Housing colleagues to seek a satisfactory resolution.

The dispute centred around the presence of CCTV, with the owner/occupier feeling their privacy was being invaded. FHS liaised with FAHST officers to carry out a visit to the property to provide advice around the use of CCTV at home and to ensure compliance with the requirements of surveillance equipment ie position/direction of equipment, signage. The partnership work with Police colleagues was vital during the negotiation with both parties and enabled a resolution to be found.

Ongoing development and practice

- FAHST officers have supported the development of a multi-disciplinary forum for FHS, Housing and RSL's. The meeting forum is designed to share information to identify those likely to need support at point of entry, and to avoid escalation and/or tenancy breakdown.



The Youth Justice Sergeant role is wide and varied with meetings and engagements almost daily forming a large part of the daily role. A brief overview of the main areas are;

**Weekly Pre Referral Screening (PRS) Meetings** are multi-agency attended meetings chaired by police looking at lower level offences and how best early and effective intervention can be implemented to divert young people away from prosecutions. This process is constantly reviewed, to ensure all multi-agency partners involved in the decision making process can effectively contribute to this process. As a result of the current COVID 19 situation, a further streamline of the process has been carried out, as meetings are currently being carried out remotely. It was identified and agreed to further improve efficiency and reduce workload at a time when many services were working differently or at reduced capacity, that Police alone would utilise their direct measure opportunities such as warning letters without the requirement of lengthy and time consuming reports being required to be compiled by partners, which invariably reached the same conclusion. To ensure that partners were kept informed a copy of the Vulnerable Database Form would still be shared after this decision, thus allowing required people relevant access to this information. This has reduced workload. Additionally, where there is an allocated worker involved with the child or young person, an agreement was reached, again to increase efficiency and reduce workload that the offence report is sent to that allocated worker directly. This means the right person involved with the young person can address the concerns, and if necessary, ensure any intervention or escalation as required is carried out as quickly as possible.

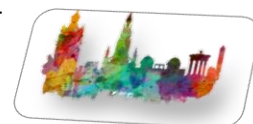
As a result of Early and Effective Intervention (EEI) under the Whole Systems Approach (WSA) it has been agreed to divert more cases involving 16 and 17 year olds to PRS, particularly given how the courts are working at present. Evidently, a far greater amount of cases are currently being diverted back from the court to local agencies due to capacity and working practices, therefore to combat this and increase speed and efficiency to address matters the decision was made to screen these at PRS and allocate accordingly.

**PRS Steering Group Meetings** form part of the governance framework, focusing on strategy and direction, including developing process and streamlining practice. The Youth Justice Sergeant chairs the Pre Referral Screening Group (PRS) meeting. This area, in keeping with the weekly PRS meetings is constantly looking to refresh working practices. One such area is to look at a new and more up to date information leaflet for both partners and parents involved in EEI and WSA. This will answer questions and outline processes where a young person is involved in offending. Currently work is also being looked at diversionary measures and outlets particularly where a young person is involved in theft of pedal cycles.

Where young people who are involved in serious offending or display sexually harmful / extreme risk taking behaviour, or a combination of both, **Young People Risk Management Meetings** are held and the Youth Justice Sergeant represents Edinburgh City Division at this multi-agency public protection style meeting.

Prevention plays a key part of the Youth Justice Sergeant's role and they are actively involved in **delivering targeted engagement** particularly around online behaviours, such as "**sexting**" and "**sexortion**". This has resulted in the Sergeant having delivered this input, which is kept current and informative, to over 40,000 high school aged young people and adults. This has been developed to cover parents' evenings, delivery to other agencies as well as all youth contingents of Scottish Rugby groups, Hibernian and Heart of Midlothian football clubs. Where necessary and appropriate, the Youth Justice Sergeant acts as a single point of contact should schools, agencies or parents have concerns around a young person's online behaviour / potential exploitation. This work will continue, as soon as groups and others are able to and when circumstances change.

Further focusing on Early and Effective Intervention, the Youth Justice Sergeant regularly engages personally with high tariff young people in a variety of settings in an attempt to understand the causes of the behaviour and what, if anything, can be done by police or in conjunction with other agencies to



address, support and change current practices and behaviours. Visits continue regularly and engagement with other partners too

Internally communication is frequently sent out to staff reminding them of processes and procedures when dealing with young people accused of crimes and offences. It also highlights how the Youth Justice Sergeant can assist officers and line managers. An information section of useful tips and advice is also being set up

Externally, the Sergeant represents Edinburgh within National fora, including the EEI and Diversion from Prosecution meetings, with these groups focused on developing current practices across Edinburgh and Scotland. Currently a system for streamlining the processing of young people who are held in custody is being developed with police and partners to improve the efficiency and effectiveness of the process ensuring a WSA.

The Youth Justice Sergeant along with a City of Edinburgh Council representative also engages with all schools and often attends and presents at safeguarding committees again looking at how these establishments operate in terms of reducing offending and child protection.

At the request of City of Edinburgh Council, the Youth Justice Sergeant has been heavily involved in the participation of multi-agency workshops leading to the development of Edinburgh's Community Safety Strategy.

The Youth Justice Sergeant is a regular attendee at the multi-agency Youth Justice Strategy meetings aimed at shaping and defining youth justice and what services are doing in Edinburgh to combat and address offending and improve outcomes for young people.

Given the role the Youth Justice Sergeant undertakes in terms of prevention and intervention, they have been involved with the City of Edinburgh Council and Action for Children in developing "Side Step", a process aimed at identifying young people aged between 11 - 18 either linked to, or on the cusp of, Serious and Organised Crime. They are engaged in developing an Information Sharing Agreement (ISA) to propose in detail how the process will work, ways to refer, and what action will be undertaken to behaviours and actions. Already, work has begun in identifying young people that would be suitable for the service to interact and engage with.



### **Operation Threshold:**

Edinburgh continues to deliver Operation Threshold which utilises an assertive outreach programme to overcome the barriers to engaging and supporting those at risk of harm from substance use. Recent developments include the funding of an additional peer mentor to support the assertive outreach work alongside the following prevention and intervention activities:

### **Community Inclusion Huddle (CIH)**

The CIH is a multiagency group who review non-fatal drug overdoses in the city. Data from police, ambulance, hospital, local authority and third sector support providers is collated and analysed to identify those at the highest risk of harm from their drug use. Edinburgh Division's VOW project, consisting of police officers and peer mentors, continue to support the Edinburgh Alcohol and Drug Partnership, Recovery Hubs and NHS Lothian to engage users through assertive outreach, providing treatment, help and support at the point of need.

### **Drug Death Review Group**

Multiagency review groups have commenced and are planned to be held on a quarterly basis at the locality level to review the full circumstances surrounding drug related deaths from each stakeholder's perspective, enabling identification of gaps in support provision.

### **Safeguarding Victims of crime during COVID 19**

At the commencement of the COVID 19 pandemic, a partnership approach was taken to address the needs of local communities by the Prevention, Intervention and Partnerships (PIP) department of Edinburgh Division:

- A concerted drive across the partnership to engage and accommodate the city's homeless population. A multiagency health-led and police supported approach was adopted with police locating, engaging and immediately referring service users to NHS Public Health for triage of needs. The partnership was instrumental in accommodating and supporting this hard to reach community in a number of the city's hotels, with over 200 individuals being accommodated.
- A comprehensive crime prevention package was created for business owners, which was circulated to commercial/business/retail premises and partners.
- The 'Edinburgh Division COVID-19 Business Housebreaking Prevention Response Plan' was created, identifying business and commercial sectors that may be vulnerable.
- Rural crime prevention advice has been sent to key partners and local community policing teams in light of recent increases in plant and machinery thefts experienced in a number of Forces in England since lockdown.
- In conjunction with Trading Standards a weekly email update was initiated around emerging trends including COVID-19 related fraudulent schemes and online and telephone scams. Crime prevention information is communicated to all partners and third sector organisations, signposting them to accredited websites that contain updated advice. Work is ongoing to see if this crime prevention advice can be delivered within food parcels being provided to those identified as potentially vulnerable.
- Online safety advice has been circulated by our colleagues within the Education department to all city schools, teaching staff, parents, carers, and pupils. Ongoing social media online safety advice is being circulated through key partners during the ongoing situation.



## South East

### Prevention



- **“Safer South”** was designed as an easily identifiable name for a joint operation that all partners could identify with and highlight work carried out in the South East locality. The operation was instigated having recognised the negative impact of youth ASB on community safety. In response to the concerns, we worked with our partners and increased intelligence led patrols in hotspot areas including Moredun, Gracemount and the Southside Corridor. The operation resulted in multiple arrests, imposition of bail conditions and the execution of Misuse of Drugs Act warrants, leading to a 12.5% reduction in public nuisance calls this year compared with the same period last year.
- **Operation Vanguard** was the South East localities response to drug misuse and supply in the locality. Using community feedback and intelligence, the operation was led by local South East community officers. The operation was successful and saw over £270,000 of drugs recovered last year.
- **Knife crime interactive workshops** - were developed and delivered at the local high schools. This format encouraged active participation, discussion and reflection around the consequences of knife crime, receiving positive feedback from the participants and the teachers / senior management within the schools. Given the success, this format will be replicated across other themes moving forward.

### Partnerships



- **Local homelessness resilience group** - established with City of Edinburgh Council (CEC), Public Health and homeless support organisations, with the intention of embedding a framework to support and safeguard the 'homeless' during COVID lockdown. To date, 140 homeless persons have been provided with accommodation, food and access to support. From a Community Planning perspective, work is ongoing to scope longer-term housing, repatriation, training and employment alongside immunisations and methadone programmes;
- **The South East Action Group** - continues to meet on a monthly basis and have focused on reducing the prevalence of ASB reports via early intervention. The membership comprises CEC, Police, Social Landlords and third party agencies and the group promotes joint decision making, ownership, sharing of resources, with interventions led by the agency best placed / skilled to deliver tangible results. Successful outcomes have included, the placement of vulnerable individuals within tailored accommodation, improvements to street lighting and CCTV capability and multi-agency awareness training on “Cuckooing” and how to report concerns;
- **South East Vulnerable Person Group** - a multi-agency forum (Police, NHS, mental health team, substance misuse team, social work department, CEC family and household support team) were established to discuss, information share and rationalise the safeguarding and support provided to vulnerable individuals, minimising duplicated effort and multiple independent engagements across public service sectors;
- **Trading Standards joint operation** - provenanced by local intelligence gathering, drugs and general evidence warrants were executed at a newsagent within the Southside, whilst no drugs or stolen property were recovered, 200 counterfeit cigarettes were seized;



## North East

### Prevention



- During the Month of December officers from North East Local Area Command were deployed to The Fort and Meadowbank retail parks alongside Ocean Terminal to provide reassurance and carry out preventative patrols. Counter Terrorism posters were distributed around these locations to raise awareness and joint patrols were conducted with on-site security staff to detect any offences.
- Operation Safer Leith, was our local response in the lead up to Christmas to tackle crimes of violence and ASB associated with the night time economy within the Leith walk and Great Junction Street areas. Joint patrols were carried out during evenings, targeting local licensed premises and enforcing Licensing legislation.
- "Elf on the Beat" social media Initiative – was a local initiative which was conducted during the days of advent in December. Based around the "Elf on the Shelf" concept, daily tweets were issued during the days of advent promoting advice around property and personal safety, tackling issues such as Domestic Abuse and mental health and highlighting road safety and alcohol awareness.

### Partnerships



- **Leith Doesn't Hate** Campaign - Through Collaboration with CEC, we designed and distributed a large number of 'Bags for life' emblazoned with the slogan "Leith Doesn't Hate". Bags were distributed through retail outlets and during Home matches at Hibernian FC. Representatives from the Hibs foundation and Tesco/Asda Community champions were present.
- **"Keep it 100"**; Under our corporate parenting responsibilities and through collaboration with CEC, local housing associations, local young persons' centres, youth clubs, Hibernian FC, local retail partners and the Community Alcohol Partnership, we created the "Keep it 100" project. The project is open to local young people aged 12-18years from Leith or Craigmillar/Portobello areas, promoting health and wellbeing and encouraging them to make better choices in life. The initial phase will run for 6 weeks at 2 locations within the local area and consisted of 1 hour "Boot camp" style activities per week run by a local fitness organisation and to included dietary advice. Those who completed the 6 week course received a discounted Edinburgh Leisure pass and High street shopping voucher. A final evening will also provide the young people with access to advice and support on employment, learning and wellbeing.
- **Community Alcohol Partnership (CAP)** - Ongoing work with the CAP, within Leith, led to a children's disco being organised for the Leith area in conjunction with the CAP. Various youth groups were approached and funding was received from CAP and local retailers.
- **Portobello Beach Safety Group** - Ongoing collaboration with HM Coastguard and CEC in improving interagency working/response to water/beach incidents. Improved signage is to be installed to allow for more accurate location identification if incidents occur and set protocols are being devised for a smarter interagency response where required.
- **Review of Local Improvement Plan (LIP)** - As part of wider the LIP review, we are working with CEC and partners in reframing the LIP around local priorities and high level actions.
- **February school holiday ASB patrols** - pro-active high visibility patrols were planned for during the school holidays in February. Joint patrols were undertaken by Police, Scottish Fire and Rescue and housing officers tackling ASB and where necessary identifying those responsible.



## South West

### Prevention



- **Dedicated COVID 19 patrols-** Patrols matrices were developed for key locations and graded on likelihood of the threat risk and harm involved. These matrices were updated as the situation progressed to include any emerging areas of concern. Dedicated patrols from FFAST officers alongside Community officers, School Link Officers and specialist national officers were backfilled when required to build resilience.
- **Drug dealing activity** – During the COVID-19 situation the drug dealing landscape changed. As intelligence was received, it was assessed for the threat, risk and harm and appropriate action was taken. During the final 3 months of 2019 - 2020 enforcement activity continued, with 18 Warrants executed at addresses and £97,740 worth of drugs recovered alongside £16,000 in cash seized and 20 individuals charged in relation to associated offences.
- **Road safety related activities-** In response to community concerns around speeding during Covid-19 restrictions and as a result of quieter roads, speed checks were carried out at 6 locations resulting in 22 warnings. Activity was covered in social media and widely publicised.
- **Acquisitive Crime** – With an increase in garage and sheds being broken in to proactive patrolling was carried out on all shifts with uniform and plain clothes officers patrolling alongside preventative messaging being circulated on social media to Community contacts. From this, a witness came forward and a male was identified, with a house searched under a general evidence warrant and a stolen bicycle was recovered.

### Partnerships



- **Community safety and wellbeing** - As a result of the COVID-19 restrictions and guidelines, most daily business focus changed to support vulnerable groups in the community. Partnership groups were created and enhanced to address issues arising and we held virtual meetings, which included the Police, NHS, mental health teams, substance misuse teams, social work department and CEC family and household support teams. Within a short time frame, referral and support processes were implemented locally to support vulnerable families and individuals.
- **Operation Harefield** – was a South West response Rural Crime Campaign. Joint patrols were carried out with the Pentland Hills Ranger Service, were carried out in prominent rural areas of South West including, Bonaly, Torphin, Torduff, Harlaw and Thriepmuir areas and reservoirs. Joint engagement sessions were held at Harlaw Visitor Centre where we engaged with rangers and volunteers alongside members of the public. We engaged with dog walkers to advise them about livestock worrying and gave advice on dog control matters.





## North West

### Prevention



- Operation Decisive – is a North West initiative tackling ASB across the area with focus on Inverleith Park, Drumbrae Hub and Ferry Road Drive areas particularly during school holiday periods. Additional partnership patrols and joint visits were carried out to carry out to engage with young people, which resulted in incident reduction and improved community relations.
- Operation Crackle (Bonfire / Halloween) – In partnership with Scottish Fire and Rescue, housing officers and trading standards departments, we carried out joint working with a keen focus on prevention. Work included delivering school talks, improvement in public space CCTV, sale of fireworks legislative enforcement, intelligence gathering and development, 24/7 uplift of bonfire materials and ASB patrols.
- Crime Prevention events – numerous events have been held covering subjects such as home security and personal safety, including a bike marking event held at Craigmount High School.

### Partnerships



- Community Alcohol Partnership (CAP) – working with CAP and carrying out proxy purchasing of alcohol has proved to be an effective partnership with local businesses getting involved. Work was undertaken to launch Alcohol Awareness Week at Waverley Station in November in partnership with CAP, Network Rail, Scotrail and British Transport Police as well as St Johns Ambulance, Street Assist, Fire Service, CEC, Lothian Buses, Tesco, Morrisons and Scotmid.
- A local community event for young girls was held around the ethos of helping them “aim high and dream big”. The event was delivered in partnership with Spartans FA, Body Shop, Dominos, Scotmid and the Community Alcohol Partnership.
- Multi-agency mental health group – A local community mental health group was created, where we identified and supported local people affected by mental health, ensuring appropriate support and triage was available for escalating any concerns.
- Winter Warmer event – We joined partnerships with Red Cross and other agencies with the aim to assist our local elderly and vulnerable residents, which culminated in our invite to the Red Cross Power of Kindness event held at the Scottish Parliament on 19<sup>th</sup> February 2020.



## **Ward 1: Almond**

### Community Alcohol Partnership (CAP)

Funded officers continued their work within the CAP by attending at the Scottish parliament to meet current and potential supporters of the project. The officers highlighted the ongoing work and initiatives along with future plans.

### Road Safety

Funded officers conducted a significant amount of work in relation to road safety, particularly around schools throughout the ward. Visits have been conducted to Queensferry High, Dalmeny Primary School. A meeting was held at Cramond Primary School, following feedback from parents regarding dangerous parking. In response to this, funded officers carried out an initiative within the safe school's zone during its hours of operation. This was promoted on social media to raise awareness of the issue and received a positive response.

### Antisocial Behaviour

Following reports of violence and antisocial behaviour in the Echline area of South Queensferry funded officers took ownership of the issue. A report was received of a robbery and five youths were identified as potentially having been involved, with one being charged. Following the disruption of a group of around 30 youths, positive feedback has been received from the local community in response to the role played by the funded officers.

## **Ward 2: Pentland Hills**

### Housebreaking and Acquisitive crime

Funded officers reviewed incidents of sheds and garages being broken into and with particular hotspots identified, focused patrols were carried out in those areas and crime prevention advice provided to victims.

### Road Safety

Visits were made to all Community Councils in the area with the Community Inspector and Sergeant to promote and encourage participation in the Community SpeedWatch initiative. Issues were identified at some primary Schools in the Currie area, particularly in 20mph zones and these were addressed through joint speed checks with Road Traffic Officers. "Pop up Kirsty" was regularly used in various locations of speeding within Pentland Hills as a deterrent and was publicised on social media for community awareness.

### Anti-social Behaviour

Regular youth disorder issues were occurring at Currie Rugby Club, which involved damage and large groups congregating. Similar issues found at Harlaw Reservoir, with fires being lit and youths drinking alcohol. Through linking in with the rugby club, regular patrols were carried out with access granted to the spectators stand through shared use of a key and installation of CCTV meant a reduction in youth issues experienced (though in the interests of transparency, these have increased again in the summer months). Similarly, by linking with the Scottish Natural Heritage Rangers of Harlaw Reservoir, walkthrough patrols of problematic sections of the woods around the reservoir resulted in reduction of youth issues.



### **Ward 3: Drumbrae/Gyle**

#### Hate Crime

Funded officers provided a significant contribution to hate crime awareness week, providing an emphasis on disability related crime. An awareness and advice surgery was held at the Gyle shopping centre and drop in session was carried out at Costa Coffee. Further activity in relation to disability hate crime included joint working with City of Edinburgh Council visit licensed premises and providing posters to raise awareness.

A victim of hate crime was visited by funded officers and other vulnerabilities were identified. In response to this, partnership work alongside the charity Care and Repair provided necessary support, positively impacting on the quality of life of this victim of crime.

#### Road Safety

Officers conducted road safety work in response to community feedback. Speed checks were carried out on the B800 in Kirkliston. A joint operation was conducted alongside Road Policing officers on Maybury Road and Clermiston Road North. Tickets were issued to four drivers with several others warned. Joint patrols were conducted with the Junior Road Safety Officer at Clermiston Primary School. A speed check was conducted in Drum Brae Drive with four tickets issued.

#### Antisocial Behaviour

In response to reports of escalating levels of antisocial behaviour, a meeting was convened at Drumbrae Hub with the funded officers alongside local retailers, council and other partners. Various solutions were discussed and planned. One being the 'Ring Around' process whereby retailers can communicate with others in the area if they are experiencing antisocial behaviour and can raise awareness amongst colleagues and partners to allow for early intervention.

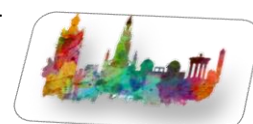
### **Ward 4: Forth**

#### Antisocial Behaviour

Funded officers carried out work in relation to antisocial behaviour at various locations throughout the ward. At Granton Library staff were visited and spoken with on several occasions following reports of youth-related disorder. Enquiries were carried out in relation to disorder at Ferry Road / Pilton Drive North focussed at Morrisons, Ainslie Park Leisure Centre and The Village Hotel. Enquiries identified one youth involved in this at all three locations, who was subsequently charged. Further to this additional patrols and direct contact was made with management at all locations encouraging the reporting of any future incidents to allow for appropriate measures to be taken at an early stage.

#### Community Visits and Inputs

Funded officers visited many locations throughout the community providing inputs and support to local organisations and groups. Talks were held with all P1 pupils at Granton Primary School on 'People Who Help Us'. Officers visited the children at Granton Early Years Centre. Online safety advice was given to Primary 5 pupils at Granton Primary School. A hate crime awareness event was held at Newhaven Connections café and a crime prevention surgery was provided at Granton Library.



## **Ward 5: Inverleith**

### Acquisitive Crime

CPT officers carried out regular plain cloths and uniformed patrols around Craigeith Retail Park, following increased reports of ASB and shoplifting. This provided a deterrent effect. Additionally, CP trained officer carried out a detailed crime prevention survey at the hardest-hit store in the park; providing advice to help prevent further offending. Bike marking events were also carried out at the Wester General Hospital, and carried out visible uniformed patrols around the campus to deter offenders. Presentations were also carried out at local services for older people, in relation to doorstep crime and home safety.

### Road Safety

Speed checks carried out by CPT Officers, in conjunction with Roads Policing officers. Attention was also given to parking issues on Telford Drive, following repeated complaints about parking on the pavements there. CPT worked with management at WGH to contact staff there and advise them that parking enforcement will be carried out; and officers have engaged with local residents parking like this. This has led to a real reduction in the number of complaints and vehicles parking there.

### Antisocial Behaviour

Problematic areas identified: Ravelston Woods, Maidenraig Crescent, Inverleith Park. Regular patrols carried out on backshift and dayshifts. Officers have engaged with youths traced, and additional funded patrols were carried out over the school holidays as a preventative measure. Patrols led to a reduction in youth activity in the areas identified.

## **Ward 6: Corstorphine Murrayfield**

### Antisocial Behaviour

Funded officers identified escalating antisocial behaviour throughout the ward and carried out work in relation to this. A list of affected areas was established and CCTV enquires were undertaken in an attempt to identify people involved. A group of youths were identified as having been instrumental in this order and were visited at home and spoken to in the presence of their parents. Follow up work was undertaken by the School Link Officer. Retail premises affected by this issue were visited and offered crime prevention advice

### Community Alcohol Partnership (CAP)

Officers conducted work in relation to the CAP initiative including; a silent disco was organised and supported at three local primary schools; an awareness raising exercise was carried out with the assistance of Police Scotland Youth Volunteers who carried out a letter drop in the Drumbrae and Clermiston area and funded officers attended a CAP meeting at the Scottish Parliament.



## **Ward 7: Sighthill / Gorgie**

### Criminal Use of the Roads Network

Intelligence was received in relation to delivery drivers taking advantage of their role and carrying out crime. In response to this funded officers set up a static road check resulting in 15 vehicles being stopped. One driver was reported for having no insurance and one male was reported for possession of an offensive weapon, linked to a drug related dispute. Another was charged with possession of drugs. A significant amount of intelligence was obtained during this initiative.

### Housebreaking and Crime Prevention

In response to housebreakings within the ward funded officers monitored reports and proactively undertook to attempt to prevent repeat crime. Victims were contacted and crime prevention surveys were arranged and carried out. Advice was given in relation to both dwellings and businesses. The suggestions given were quick and easy fixes which instantly enhanced the security of premises at minimal cost to occupiers and business owners.

### Antisocial Behaviour

An issue was identified in the Stenhouse area which was causing considerable impact to the quality of life of residents. Interventions were carried out by funded officers with a particular household which has resolved the problem

## **Ward 8: Colinton / Fairmilehead**

### Housebreaking and Acquisitive crime

In response to repeated break ins at one particular business premise and further break-ins to sheds and garages belonging to properties in the adjacent area, funded officers carried out focused patrols in those areas and crime prevention advice provided to victims.

### Road Safety

Visits were made to all Community Councils in the area with the Community Inspector and Sergeant to promote and encourage participation in the Community Speed Watch initiative.

### Anti-social Behaviour

Due to continued reports of anti-social behaviour in Spylaw Park, an operation was set up to specifically target the area using plain clothes options in an effort to engage with the youths rather than have them disperse on arrival. Operation was successful with calls regarding anti-social behaviour reduced.

## **Ward 9: Fountainbridge / Craiglockhart**

### Housebreaking and Acquisitive crime

The Craiglockhart area of Ward 9 continued to be targeted by housebreakers in this period, with the Funded Officers focusing patrols on this area and offering crime prevention advice to victims and education to residents on property security through Community Council Meetings.

### Road Safety

“Pop up Kirsty” was regularly used within Craiglockhart, Fountainbridge and Slateford areas as a deterrent against speeding in response to local complaints. Each occasion was publicised on social media for community awareness.



### Anti-social Behaviour

In the months of January to March, Fountainpark experienced continual youth issues at a variety of their premises on site. Through the Funded Officers engagement with security, a better relationship was established and patrols carried out at material times, reducing the impact. Further issues with drug users in Starbucks toilets was worked on and through crime prevention advice by the Funded Officers, a secure access process was put in place and the issue was eradicated.

### **Ward 10: Morningside**

#### Acquisitive Crime

Funded officers spent time focussing on both housebreaking and shoplifting within the ward area. Major retailers and independent businesses within Morningside area were visited regularly with crime prevention advice offered. These patrols also acted as a deterrent.

In response to domestic housebreakings officers established a patrol matrix, taking in Greenbank, Hermitage, Merchiston and Grange areas.

#### Road Safety

Officers conducted visits to St Peter's primary and to Bruntsfield Primary School in relation to reports of dangerous parking, particularly in contravention of the safer streets hours of operation. Attention was also given to South Morningside Primary School. Funded officers have also enlisted the assistance of Special Constables to increase and enhance the work that can be undertaken in relation to this.

#### Antisocial Behaviour

Instances of youth related disorder and rug use were identified in the Meadows, Bruntsfield and Wharton Square. Funded officers have conducted patrols of these areas and engaged with groups of youths found congregating. These patrols and interactions have assisted in reducing the volume of reports.

### **Ward 11: City Centre**

#### Vulnerabilities

Funded officers were made aware of a report of erratic behaviour from a neighbour. Enquiries revealed potential escalating mental health issues which are impacting on neighbours. A joint visit to the address revealed significant concerns and officers co-ordinated a multi-agency approach. Collaboration with Scottish Fire and Rescue Service, City of Edinburgh Council, doctors and psychiatrists has gone some way to ensuring appropriate support mechanisms are in place, improving this person's health and impacting positively on the quality of life of neighbours.

A report was received of concern for a male and funded officers attended to assess the situation. Owing to welfare concerns associated with living conditions a further joint visit was conducted with the relevant housing association and support measures identified and put in place.

#### Antisocial Behaviour

Patrols continued in areas affected by youth-related disorder. This resulted in several arrests with youths charged and reported. One youth in particular was identified as being regularly involved in this behaviour and a multi-agency approach has been implemented along with social services to divert him from this and into a more productive pattern of behaviour.

Drug related antisocial behaviour became evident within a close on the High Street. Joint work with a housing association established the property involved and joint visits were conducted. This allowed for



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## **Ward 12: Leith Walk**

### Acquisitive Crime

In response to a rise in thefts of vehicles a number of proactive patrols were undertaken throughout the area.

A joint project with Scotmid to tackle low level theft was progressed through this period- with the aim of reducing reoffending by diverting through stealing to eat to the appropriate services. In response to a rise in theft of pedal cycles Officer conducted patrols within the Pilrig Park area. As a result a male was reported for selling three stolen bikes (all the bikes recovered) it is believed this represents a small amount of the many bikes he has previously sold and this has stopped a prolific re-setter of stolen goods.

### Road Safety

A number of traffic initiatives have been carried out within the area. These have included multi-agency road checks with the council, Traffic officers and the vehicle excise agency, as well as smaller speeding checks. These have been carried out in Leith walk, Easter Road, Commercial Street and many streets within the ward area. Initiatives with the Cab inspectors have proved particularly successful with a number of taxis and private hire vehicles taken off the road or served with notices. A number of school run patrols were carried out at Leith Walk Primary and Broughton Primary due to complaints about inconsiderate parking.

### Anti-social behaviour

Further work has been carried out by local officers with the friends of Dalmeny park- this included a planting session when local school children attended and planted trees supplied by local retailers.



This is part of a campaign to promote the park to the local community and reclaim it for their use. Extra patrols of this park, as well as Montgomery Street Park, Hopetoun Crescent and Pilrig Park, were carried out in response to complaints about anti-social behaviour. A number of early morning patrols were undertaken on the walkways in Leith in response to complaints about rough sleepers. Those identified were engaged with and pointed in the right direction for help. A number of patrols were also undertaken specifically to engage with street beggars in the Leith Walk/Easter Road area to get a better understanding of persons involved. A number of later complaints about aggressive behaviour from beggars meant they were quickly identified and spoken with.

Patrols of local off sales were carried out by Officers in conjunction with trading standards and the council licensing officers- this was in response to concerns about anti-social behaviour from under-age drinkers. A number of warning were issued to premises and some were subject to further visits and follow up work.

### **Ward 13: Leith**

#### Community Groups

Funded officers have carried out a range of work alongside and in support of local groups; A safety talk was provided to a Girl Guides group; Officers attended at the Child Services Fair at New Kirkgate Community Centre; A local Boys Brigade group came along to Leith Police Station and were given a guided tour; Officers attended at the Ripple Project open day and Funded officers visited the P1 pupils at Mannafield Christian School.

#### Antisocial Behaviour

Officers have continued their focus on antisocial behaviour, including the theft and subsequent use of motorcycles. Patrols have been conducted in many hotspot areas, identified through community feedback

### **Ward 14: Craigentiny / Duddingston**

#### Restalrig / Lochend Week of Action

As part of the small areas plan, planning of weeks of action are taking place. Activity will include joint patrols with Scottish Fire and Rescue, CEC environmental wardens and housing officers. During these patrols and through collaboration with CEC open spaces will be tidied and Graffiti removed from buildings. Community Safety surveys were carried out with local residents and business to identify local issues.

#### Road Safety

Officers responded to reports of speeding vehicles in Craigentiny Avenue and Craigentiny Road by conducting speed checks. One driver was reported for excess speed with several others warned regarding the nature of their driving. This was followed up by communications to City of Edinburgh Council regarding the potential of implementing speed reducing measures. Officers provided a road safety input to pupils at Parsons Green Primary School.

#### Hate Crime

Following reports of hate crimes, funded officers took ownership of the enquiries. At the conclusion of the investigations, in total, six youths were identified, charged and reported. Four of those were charged with a racial assault involving the use of weapons.





## **Ward 15: Southside / Newington**

### Antisocial Behaviour

Funded officers maintain their focus on reducing antisocial behaviour throughout the ward area. A joint visit was conducted to a property which had previously been the subject of drug enforcement. Further reports of issues impacting on residents' quality of life had been reported. Officers established further offences with the tenant charged and reported.

Officers attended at a property along with housing association partners to address repeated reports of antisocial behaviour. The matter has been addressed through this joint approach.

Patrols have been carried out in Drummond Street, Roxburgh Street, Richmond Place amongst others in the Southside, with frequent checks of common stairs to deter disorder and antisocial behaviour.

### Vulnerable People

Officers have assisted in ensuring appropriate support measures are put in place in respect of vulnerable people;

A male was identified as having mental health issues and officers made contact with a GP who agreed to assist with a joint visit, resulting in treatment and support being offered.

Numerous letters were received from a female. Funded officers identified the author of the letter and made enquiries which resulted in her being traced, spoken to and she was referred to the appropriate partner agency for support mechanisms to be put in place.

Reports were received of two high risk missing people from out with Edinburgh. Officers assisted by engaging with relevant places of worship within the ward area to which the missing people had connections. These enquiries aided in the successful conclusion of the enquiry.

## **Ward 16: Liberton / Gilmerton**

### Antisocial Behaviour

FHAST officers focussed on reducing antisocial behaviour throughout the ward area. Knife Crime workshops were developed and delivered to the High School and discussions were held with pupils around the impact of knife crime and consequences.

### Vulnerable People

Officers have frequently assisted in ensuring appropriate support measures are put in place in respect of vulnerable people and we have attended monthly meetings of the South East Action Group, where we focused on reducing the prevalence of ASB reports via early intervention. We have enabled vulnerable people to be re-housed and removed from harm, including one resident who was subject of Cuckooing.

## **Ward 17: Craigmillar / Portobello**

### Antisocial Behaviour

A recurring instance of antisocial behaviour was identified and the matter was resolved through a joint approach between funded officers and housing officers, resulting in the agreement and signing of two Acceptable Behaviour Contracts

Reports were received of racially aggravated antisocial behaviour in the Hays area. Funded officers took on a community reassurance and preventive role in carrying out patrols and engaging with the community.



### Community Groups and Inputs

Funded officers have visited several groups and organisations in the wrad area, offering support and inputs. A talk was delivered to pupils at Towerbank Primary School on how the Police work and how we can help people. Officers attended at the Magdalene Resident's Association and delivered an input on crime in the area.

Police surgeries were held in various locations including Magdalene church, Northfield CC, Portobello Library and White House. Officers were present at the Brunstane Primary School Parent Teacher Council meeting and provided guidance and advice on road safety. Support and assistance was given to staff at Portobello High School following reports of a child protection incident.



## Policy and Sustainability Committee

10.00am, Thursday, 6 August 2020

### Review of Political Management Arrangements 2020

Executive/routine  
Wards  
Council Commitments

#### 1. Recommendations

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- 1.1 Agree that the Policy and Sustainability Committee would meet monthly between September and December 2020 and its remit would revert back to pre-Covid 19 on 1 September 2020 but with the addition of decision making and scrutiny of the Adaptation and Renewal Programme.
- 1.2 Agree that the Finance and Resources Committee and all other committees (as set out in Committee Terms of Reference and Delegated Functions) except for the executive committees could meet from 7 August 2020.
- 1.3 Agree that all other executive committees could meet from 1 September 2020.
- 1.4 Agree that the Governance, Risk and Best Value Committee remit would revert to pre-Covid 19 on 1 September 2020.
- 1.5 Agree to delegate authority to the Chief Executive, in consultation with the Regulatory Committee Convener, Vice-Convener and group spokespersons, to agree an appropriate and safe time to reinstate the Licensing Sub-Committee.
- 1.6 Agree that meetings would be held virtually until 31 December 2020 and the situation would be reviewed alongside the political management arrangements in December 2020.
- 1.7 Note that a revised interim Procedural Standing Orders would be presented to Council in August 2020.

**Andrew Kerr**

Chief Executive

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## Review of Political Management Arrangements 2020

### 2. Executive Summary

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- 2.1 This report sets out political management arrangements to carry out Council business for the period until 31 December 2020.

### 3. Background

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- 3.1 In response to the Covid-19 emergency; specifically, to establish quick and agile decision making, manage the pressure on staff, and prioritise frontline services; interim political management arrangements were implemented.
- 3.2 The Leadership Advisory Panel (LAP) on 23 April 2020 agreed that the political management arrangements should be reviewed by the Policy and Sustainability Committee in August 2020.

### 4. Main report

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- 4.1 In determining the Council's interim political management arrangements for the period 1 May -1 September, the following requirements and considerations were taken into account:
- The constraints and demands of the emergency situation;
  - The requirement to consider strategic and/or non-urgent business;
  - The need for increased political oversight and scrutiny;
  - The constraints of the current interim arrangements.
- 4.2 These factors remain relevant when considering the Council's political management arrangements going forward.

#### **The constraints of the emergency situation**

- 4.3 The Council has been in an emergency situation over the past 4 months, Council resources have been stretched and continue to be under pressure as the Council and the City recover. Undoubtedly, the situation has developed into a new phase and there is increased officer capacity and need to make more decisions than in the past four months. However, the Council remains in an emergency situation and is also heavily involved in planning and preparation for future waves or localised spikes in Covid-19. The balance between increased oversight and scrutiny and

when supporting this leads to a negative impact on operations must still be considered.

### **The requirement to consider strategic and/or non-urgent business**

- 4.4 Council business has been focussed initially on the response of the emergency situation and then on the requirement to adjust services to meet the demands and the easing of restrictions. However, consideration must be taken to the next phase including the continued recovery, adaption and renewal. The Council is currently considering the impact of the emergency on its budget and its priorities moving forward and it must ensure that adequate elected member decision making and scrutiny arrangements are in place for both strategic and non-urgent business.

### **The need for increased political oversight and scrutiny and constraints of the current arrangements.**

- 4.5 From 1 May 2020, the Policy and Sustainability Committee has had an increased remit and has been an effective method of decision making over this period. The Council has benefited from the Covid-19 response being considered by one committee, ensuring there is a joined up strategic approach to a complex situation with wide-ranging issues and requirements. As the Council scales up its activities, the burden on one committee has increased and it is not envisaged that this is a sustainable long-term solution.
- 4.6 Further, the Council had to operate with minimal scrutiny of decision making during the initial phase of the emergency. The capacity to support the full committee system was not possible. The reintroduction of the Governance, Risk and Best Value (GRBV) Committee in June with a limited remit returned some further political oversight and scrutiny, however without appropriate, fully developed scrutiny and supporting arrangements this model of decision making is not a sustainable approach. Reintroducing a greater level of political oversight and scrutiny is preferable for democratic and good governance reasons.

### **Virtual Meetings**

- 4.7 Public health guidance remains that non-essential office working should take place at home if possible. As a result, committee meetings have been taking place virtually and it is likely that with social distancing rules in place, they will need to continue into the short-term. Virtual committee meetings have been successful though and consequently has been less of a constraint than would have previously been expected.
- 4.8 Following the Review of Political Management Arrangements in 2019 where the remits of executive committees were amended to create a more equal committee workload, analysis has demonstrated that these changes were effective with average committee times either stabilising or reducing (detailed statistics attached at Appendix 1). However, based on analysis of the number of reports and time spent in committee considering reports March-June 2020, this trend has not continued. The Policy and Sustainability Committee has experienced lengthy meetings during this period of on average just under 6 hours which is double the average length when compared to August 2019-February 2020. GRBV has met

twice and has seen the time spent considering each report change from an average of 16 minutes (August 2019-February 2020) to 37 minutes (June-July 2020). The changes in committee remits can partly account for this but it is clear virtual meetings do take significantly longer.

### **Next Phase**

- 4.9 As outlined above there is a requirement to increase the number of committees due to greater levels of decision-making and a need for increased political oversight and scrutiny. There remain constraints with the capacity of officers and the emergency situation continues to mean some adjustments are desirable to ensure a coherent strategic approach. Consideration of a second wave should also be kept in mind in determining the next steps and that a phased reduction may need to be taken if the public health situation changes.
- 4.10 It is recommended that a phased return to committee meetings takes place and that all formal meetings of the Council, including Council, executive committees and other committees should take place virtually using MS Teams until December 2020, taking into account public health guidance.

### **Executive Committees**

- 4.11 It is recommended that the Policy and Sustainability Committee meets on a monthly basis from 1 September 2020 and returns to its original remit, except that it should remain as the decision-making committee for the Adaptation and Renewal Programme. This will ensure that the Council continues to take a cross-service approach to transformation and a consistent strategic planning approach.
- 4.12 As indicated at a previous Policy and Sustainability Committee, the Finance and Resources Committee should be the next executive committee to recommence and this will be able to meet from 7 August 2020.
- 4.13 All other executive committees would be reinstated from 1 September 2020 with the remit that was in place before the Covid-19 emergency.
- 4.14 Due to the continuing pressure on staffing, business should be kept to a manageable level and focus on key services, but this could be expanded as the situation develops and resource pressures lessen. It is not envisaged that officers could resource the pre-Covid-19 level of business in the current situation, especially with the added time pressures virtual meetings bring. In addition, there is the possibility that overly long meetings could impact on the quality of decision making. It will be the responsibility of Executive Directors to work with the respective Conveners and Vice-Conveners to ensure agendas are of a manageable length. Conveners should also endeavour to keep business to around three hours to manage the pressure on resources for both elected members and officers but acknowledging that this may not always be possible. The statistics appended to this report provide a breakdown of committee business including average time of executive committee meetings and provide a helpful aid to support the management of time.

- 4.15 To further manage time pressures, and after a successful pilot with GRBV, a MS Teams channel will be set up for each executive committee. The purpose of the channel is to share information with elected members outside formal committee meetings.
- 4.16 Positive feedback has been received in relation to written deputations therefore this approach will remain in place. This will also support the management of committee time.
- 4.17 As part of this phase, Agenda Planning Meetings (APMs) would be reinstated for executive committees. As agreed by Group Leaders, APMs will be a planning meeting for the upcoming committee and should not replicate debate or discussion that would usually take place at the meeting. In normal circumstances the meeting should last no longer than 30 minutes and its primary aim will be as follows:
- 4.17.1 agree the running order of agenda items for the upcoming meeting;
  - 4.17.2 agree whether further information is required;
  - 4.17.3 agree which officers should be requested to speak to the agenda items;
  - 4.17.4 agree if there should be any external invitees.
- 4.18 The Convener, Vice-Convener and Clerk and a representative from each of the appropriate service areas will attend. A member from each political group may also attend. Papers will be circulated to all members of the committee for information. Officer attendance should be kept to a minimum.
- 4.19 The scheduling of committee meetings from 1 September 2020 would return to those dates agreed by Council in February 2020 when approving the Council Diary 2020/21.

### **Other Committees**

- 4.20 Other committees (as set out in Committee Terms of Reference and Delegated Functions) would start to meet over this period as business need required. A number of other committees need to meet immediately to address current business including Planning Committee, Personnel Appeals Committee, Committee on the Jean F Watson Bequest and Community Council Independent Complaints Panel. As noted above, due to the continuing pressure on staffing, business would have to be kept to a manageable level and committees should not meet unless required business is time sensitive, but this could be expanded as the situation develops and resource pressures lessen.
- 4.21 The GRBV Committee's remit would return to the remit that was in place before the Covid-19 emergency.

### **Licensing Sub-Committee**

- 4.22 There are specific issues that require to be considered before reinstating the Licensing Sub- Committee specifically, in relation to the number of external participants that would require to participate in meetings to satisfy the legal requirements upon the council. Additionally, the staff within the Place directorate who would support the normal function of this committee remain heavily committed

in dealing with the current situation and it would be difficult to resource the level of business that the committee dealt with prior to lockdown. It is recommended that delegated authority is given to the Chief Executive, in consultation with the Convener, Vice-Convener and group spokespersons, to assess when it is an appropriate and safe time to reinstate the sub- committee and whether some measures need to remain in place to manage the level of business. It is anticipated that this committee would not resume a normal schedule of meetings before 1 October 2020 in order to allow these issues to be addressed however there may be one or two trial committee meetings before then to test the necessary arrangements.

### **Standing Orders**

- 4.23 A new set of interim Standing Orders are being developed. They are broadly the same as the pre Covid-19 Standing Orders with minor changes to reflect that the meetings are virtual.
- 4.24 A new Standing Order is also proposed that would limit reports to be only considered by one executive committee. If reports are of interest for another committee then these could be sent for information to elected members. The aim of this Standing Order is to reduce repetition and to help clarify the accountable committee for decision-making. GRBV Committee is not an executive committee so reports could continue to be considered by an executive committee and then the GRBV Committee.

### **Working Groups**

- 4.25 Working groups remain a popular vehicle for policy development and wider discussion with partners and stakeholders. The Council currently has 34 working groups that vary from, short life working groups and long-standing groups such as the Joint Consultative Group. A very small number of working groups have met during the Covid-19 emergency period to discuss immediate matters but working groups in general exerts pressure on both officer and elected member time and resource.
- 4.26 Given the impact of the Covid-19 emergency and resource pressures that remain, it is recommended that working groups only meet during this period if:
- there is officer capacity and resource available;
  - it is required for specific actions to progress;
  - they take place virtually.
- 4.27 The number and nature of working groups, including proposals around the use of working groups going forward will be considered as part of the review of political management arrangements in December 2020. It is also recommended that Champions are included in this report and roles and responsibilities going forward.



## **5. Next Steps**

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- 5.1 If approved, arrangements would be put in place to reinstate committees as set out within this report.

## **6. Financial impact**

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- 6.1 Political management arrangements over this period would be contained within existing revenue budgets.

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

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- 7.1 The governance arrangements of the Council require to be robust to provide adequate assurance on its delivery of services. This is heightened by an emergency, but it is imperative that a balance is struck so that an overly resource intensive governance structure does not impact negatively on service delivery.

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

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- 8.1 [Review of Political Management Arrangements 2019 – City of Edinburgh Council of 30 May 2019](#)
- 8.2 [Interim Political Management Arrangements 2020 – Leadership Advisory Panel of 23 April 2020](#)
- 8.3 [Governance, Risk and Best Value Committee Arrangements and Remote Council Meetings – Policy and Sustainability Committee of 28 May 2020](#)

## **9. Appendices**

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- 9.1 Statistical Analysis of political management arrangements

## Appendix 1

### Policy and Sustainability and Governance, Risk and Best Value Committee Comparison Statistics January 2019 - July 2020

January 2019 - June 2019	GRBV	P&S	August 2019 - Dec 2019	GRBV	P&S
Avg Number of Reports	9.6	17	Avg Number of Reports	10	12.75
Avg Total Length of Reports	309.2	240.5	Avg Total Length of Reports	277	196.75
Avg Length	02:53:10	02:27:41	Avg Length	02:44:36	02:51:53

January – February 2020	GRBV	P&S	March 2020 - July 2020	GRBV	P&S
Avg Number of Reports	7	12	Avg Number of Reports	5.5	12.6
Avg Total Length of Reports	175	202	Avg Total Length of Reports	143.5	164.2
Avg Length	01:49:48	03:36:03	Avg Length	03:03:40	05:55:09

### Executive Committee Average Length January 2019 – February 2020

January 2019 - June 2019	Average Length	August 2019 - March 2020	Average Length	January 2020 - February 2020	Average Length
City of Edinburgh Council	05:49:55	City of Edinburgh Council	04:59:00	City of Edinburgh Council	04:03:36
Culture and Communities Committee	02:21:33	Culture and Communities Committee	03:54:39	Culture and Communities Committee	03:07:37
Education, Children and Families Committee	02:01:17	Education, Children and Families Committee	03:29:48	-	-
Finance and Resources Committee	04:42:30	Finance and Resources Committee	02:39:12	Finance and Resources Committee	01:52:18
Housing & Economy Committee	03:36:57	Housing, Homelessness and Fair Work Committee	02:03:06	Housing, Homelessness and Fair Work Committee	01:47:09
Corporate, Policy and Strategy Committee	02:27:41	Policy and Sustainability Committee	02:51:53	Policy and Sustainability Committee	03:36:03

Transport and Environment Committee	05:27:37	Transport and Environment Committee	04:41:08	Transport and Environment Committee	04:31:02
Governance, Risk and Best Value Committee	02:53:10	Governance, Risk and Best Value Committee	02:44:36	Governance, Risk and Best Value Committee	01:49:48

**Executive Committee Reports Comparison August 2019 - February 2020**

August 2019 - March 2020	Reports		January 2020 - February 2020	Reports	
<b>Policy and Sustainability Committee</b>			<b>Policy and Sustainability Committee</b>		
Develop and approve Council policies, including reform, community planning and partnership working;	16	31.37%	Develop and approve Council policies, including reform, community planning and partnership working;	2	8.33%
Planning, implementing, reporting and reviewing Council service delivery	18	35.29%	Planning, implementing, reporting and reviewing Council service delivery	10	41.67%
Best value	0	0.00%	Best value	0	0.00%
Diversity and equalities	3	5.88%	Diversity and equalities	1	4.17%
Monitor implementation of the Council's business and service development plans, corporate strategies, change programmes, corporate initiatives and service reviews	3	5.88%	Monitor implementation of the Council's business and service development plans, corporate strategies, change programmes, corporate initiatives and service reviews	1	4.17%
Advise, agree, scrutinise and review Edinburgh Police and Fire and Rescue Service city-wide plans and performance	2	3.92%	Advise, agree, scrutinise and review Edinburgh Police and Fire and Rescue Service city-wide plans and performance	2	8.33%
Sustainability, carbon reduction and energy issues	6	11.76%	Sustainability, carbon reduction and energy issues	4	16.67%
Public participation and empowerment	0	0.00%	Public participation and empowerment	1	4.17%
Governance & Revenue	3	5.88%	Governance & Revenue	3	12.50%
	<b>51</b>	<b>100%</b>		<b>24</b>	<b>100%</b>

August 2019 - March 2020	Reports		January 2020 - February 2020	Reports	
<b>Culture and Communities Committee</b>			<b>Culture and Communities Committee</b>		
Community Justice	1	5.88%	Community Justice	1	12.50%
Community safety	1	5.88%	Community safety	0	0.00%
Health except those matters delegated to another committee or the Integration Joint Board	0	0.00%	Health except those matters delegated to another committee or the Integration Joint Board	0	0.00%
Cultural development, festivals and events	5	29.41%	Cultural development, festivals and events	3	37.50%
Sport and Recreation	4	23.53%	Sport and Recreation	0	0.00%

Arts and museums	2	11.76%	Arts and museums	0	0.00%
Community and locality planning	0	0.00%	Community and locality planning	3	37.50%
Community empowerment	0	0.00%	Community empowerment	0	0.00%
Neighbourhood Partnerships and Community Councils	2	11.76%	Neighbourhood Partnerships and Community Councils	0	0.00%
Governance & Revenue	2	11.76%	Governance & Revenue	1	12.50%
	<b>17</b>	<b>100%</b>		<b>8</b>	<b>100%</b>

August 2019 - March 2020	Reports		January 2020 - February 2020	Reports	
<b>Education, Children and Families Committee</b>			<b>Education, Children and Families Committee</b>		
Council's education, children and families services	29	63.04%	Council's education, children and families services	7	63.64%
Lifelong Learning and Libraries	6	13.04%	Lifelong Learning and Libraries	2	18.18%
Major capital programmes or projects implementation, asset planning and facilities management for the Council's education, children and families services	4	8.70%	Major capital programmes or projects implementation, asset planning and facilities management for the Council's education, children and families services	0	0.00%
Governance & Revenue	7	15.22%	Governance & Revenue	2	18.18%
	<b>46</b>	<b>100%</b>		<b>11</b>	<b>100%</b>

August 2019 - March 2020	Reports		January 2020 - February 2020	Reports	
<b>Housing, Homelessness and Fair Work Committee</b>			<b>Housing, Homelessness and Fair Work Committee</b>		
Housing	2	9.09%	Housing	4	25.00%
Homelessness and housing support	6	27.27%	Homelessness and housing support	2	12.50%
Economic Development	1	4.55%	Economic Development	2	12.50%
External relations and inward investment	6	27.27%	External relations and inward investment	4	25.00%
Inclusive growth	1	4.55%	Inclusive growth	1	6.25%
Governance & Revenue	6	27.27%	Governance & Revenue	3	18.75%
	<b>22</b>	<b>100%</b>		<b>16</b>	<b>100%</b>

August 2019 - March 2020	Reports		January 2020 - February 2020	Reports	
<b>Transport and Environment Committee</b>			<b>Transport and Environment Committee</b>		
Strategic Transport Planning	7	23.33%	Strategic Transport Planning	2	12.50%
Traffic management, roads and parking	6	20.00%	Traffic management, roads and parking	2	12.50%
Public transport	0	0.00%	Public transport	1	6.25%
Public Realm Projects	1	3.33%	Public Realm Projects	1	6.25%

Sustainability, carbon reduction and energy issues	3	10.00%	Sustainability, carbon reduction and energy issues	5	31.25%
Flood Prevention	0	0.00%	Flood Prevention	1	6.25%
Waste services	5	16.67%	Waste services	2	12.50%
Environmental health and trading standards	1	3.33%	Environmental health and trading standards	0	0.00%
Parks and green space	0	0.00%	Parks and green space	1	6.25%
Street cleaning and open space maintenance	0	0.00%	Street cleaning and open space maintenance	0	0.00%
Governance & Revenue	7	23.33%	Governance & Revenue	1	6.25%
	<b>30</b>	<b>100%</b>		<b>16</b>	<b>100%</b>

August 2019 - March 2020	Reports		January 2020 - February 2020	Reports	
<b>Finance and Resources Committee</b>			<b>Finance and Resources Committee</b>		
Council's revenue and capital budgets	21	26.58%	Council's revenue and capital budgets	8	16.67%
Council's expenditure and budget policy	1	1.27%	Council's expenditure and budget policy	4	8.33%
Monitoring the Council's Treasury Management policies and practices	1	1.27%	Monitoring the Council's Treasury Management policies and practices	0	0.00%
Council's long term financial plan	4	5.06%	Council's long term financial plan	5	10.42%
Procurement and contracts	21	26.58%	Procurement and contracts	12	25.00%
Monitoring of Council debt and debt recovery	2	2.53%	Monitoring of Council debt and debt recovery	2	4.17%
Common Good Fund	1	1.27%	Common Good Fund		0.00%
Human resources	5	6.33%	Human resources	3	6.25%
Disposal and development of Council owned property and land transactions	15	18.99%	Disposal and development of Council owned property and land transactions	12	25.00%
All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements	1	1.27%	All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements	0	0.00%
Governance & Revenue	7	8.86%	Governance & Revenue	2	4.17%
	<b>79</b>	<b>100%</b>		<b>48</b>	<b>100%</b>
Lease	14		Lease	5	

**Referral Report Statistics 2019/20**

<b>Committee that report was referred to</b>	<b>Number of Referral Reports Received</b>
City of Edinburgh Council	35
Corporate Policy & Strategy	2
Culture & Communities	5
Education Children & Families	2
Finance & Resources	3
Housing & Economy	4
Housing Homelessness & Fair Work	2
Policy & Sustainability	2
Transport & Environment	6
Total	61

**Local Authority Report Level Comparison**

<b>Total number of reports</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018 (first 6 months)</b>	<b>2018 (last 6 months)</b>	<b>2019 (first 6 months)</b>	<b>2019 (last 6 months)</b>
Edinburgh	970	859	653	460 (543 with locality committees)	421 (523 with locality committees)	369	368
Aberdeen	500-650	607	442	n/a	n/a	394	
Dundee	500 - 650	417	447	n/a	n/a	375	
Glasgow	682	596 (875) if area partnerships included)	465 (777) if area partnerships included)	n/a	n/a	652 (excluding area partnerships)	

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# Policy & Sustainability Committee

10am, Thursday, 6 August 2020

## Schools Re-opening Update

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

---

- 1.1 The Policy and Sustainability Committee is asked to:
  - 1.1.1 Note the contents of this report.
  - 1.1.2 Agree a further update will be provided for the next committee meeting on 20 August 2020.

**Alistair Gaw**

Executive Director for Communities and Families

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## Schools Re-opening Update

### 2. Executive Summary

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- 2.1 The City of Edinburgh Council has developed a Local Authority Delivery Phasing Plan as required by the Scottish Government of all local authorities in response to the COVID-19 pandemic and the route-map that sets out the phased lifting of restrictions. The update sets out the steps the Council has taken since the reports was taken to Committee on the 25 June, 9 July 2020 and 23 July, to reopen schools from 11 August 2020. The report and plan has been amended following the First Minister's (FM) briefing on 30 July and final iteration of this report and plan will be submitted in line with final guidance.

### 3. Background

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- 3.1 This report follows the statement of the First Minister on 30 July which determined the 100% return to school in August
- 3.2 Appended to this report is the updated Schools Re-opening Delivery Plan.

### 4. Main report

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- 4.1 The Local Authority Delivery Plan (v5) sets out the City of Edinburgh Council's planning for a 100% attendance model, whilst also continuing to develop and prepare for a 50% contingency model.
- 4.2 The plan takes into account the distinct requirements of children with complex additional support needs who attend special schools, and mainstream schools.
- 4.3 The plan has removed all reference to shielding which is suspended on 31<sup>st</sup> July.
- 4.4 The plan includes new information/ guidance in terms of;
- a) Physical distancing in secondary schools.
  - b) Social distancing in all settings "groupings"
  - c) Specialists, Partners and Peripatetic Staff
  - d) Recruitment of Recently Qualified Teachers
  - e) Catch-up learning

- f) Digital Learning
- g) Contingency plan
- h) Dining Arrangements
- i) PPE
- j) Early Years Settings

## **5. Next Steps**

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- 5.1 We will continue discussions with Scottish Government on the costings for both 100% return and 50% contingency model, including the impact on other Council budgets should the council not be supported by an extra uplift in funding.
- 5.2 The Delivery Plan will be kept under review and continue to be amended in line with Scottish Government and Public Health guidance.
- 5.3 Continue to develop additional Catch-Up Learning opportunities, including maximising the Outdoor Learning Opportunities

## **6. Financial impact**

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- 6.1 The revised financial impact of opening schools at 100% and at 50% is detailed in the updated delivery Plan.

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

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- 7.1 Regular and ongoing consultation and engagement with relevant Trade Unions
- 7.2 Consultative Committees and Locality Consultative Committees have been held with parents throughout June and July and will continue through August and September.

## **8. Appendices**

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- 8.1 Appendix 1 – Updated Delivery Plan (v5.5)

# LOCAL DELIVERY PHASING PLAN

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Version 5.5  
4th August 2020



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## Section One – Introduction

The City of Edinburgh Council has developed a Local Authority Delivery Plan as required by the Scottish Government in response to the COVID-19 pandemic.

The plan sets out the steps the Council will take to reopen and reconnect schools; directed by the latest guidance issued by Scottish Government published 30<sup>th</sup> July 2020 and Public Health Scotland.

The plan is to have children back in schools on from August 12<sup>th</sup> in the form of an induction week, with full 100% attendance commencing on Monday 17<sup>th</sup> August at the latest. **It must be noted however that a 100% return to school is not a return to normality.** This updated plan reflects the latest scientific evidence and advice and the significant progress that Scotland has made in suppressing the virus. It remains contingent, however, on continuing success in this regard and prevailing public health guidance

As per Scottish Government guidelines, the contingency plan to allow a blended learning model to be delivered is continuing to be developed, alongside a fully comprehensive digital model.

The delivery plan was a collaborative process between service managers, head teachers, and school management and was subject to consultation with trade union representatives. The plan aspires to ensure that the City of Edinburgh Council's response to schools re-opening is underpinned by the principles of consistency and equity, to ensure the **best teaching and learning for all.**





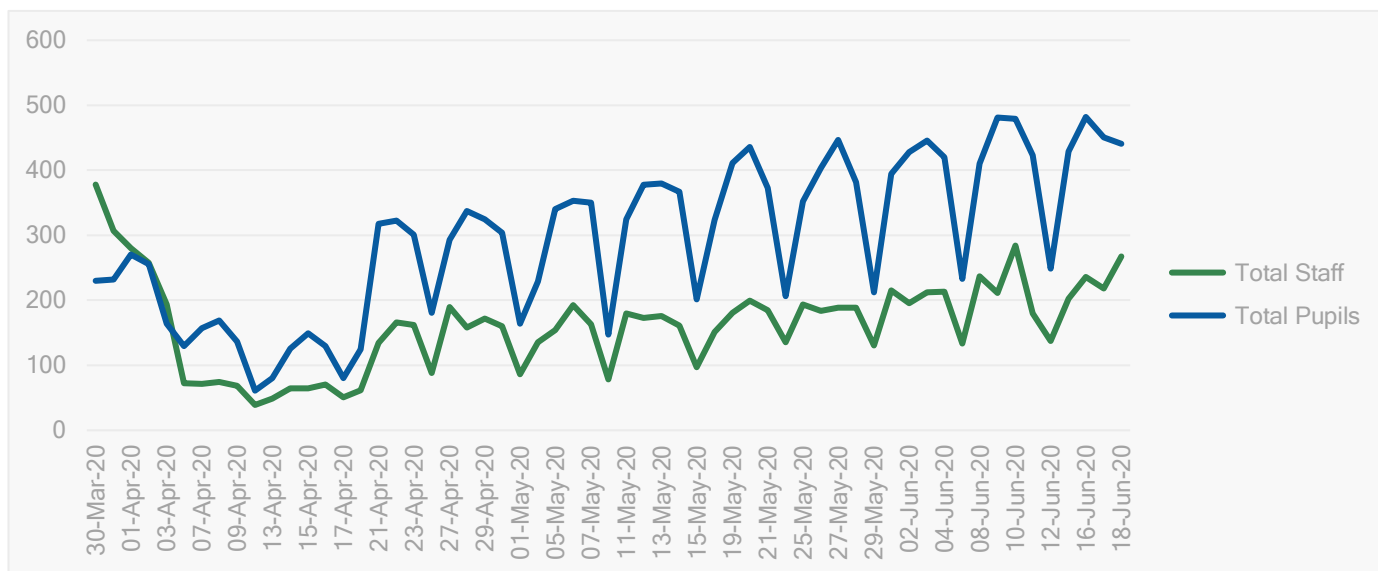
## Section Two – Position Final Term 2019/2020

Prior to Lockdown and closure of schools, the City of Edinburgh Council operated 148 educational establishments catering for around 49,000 pupils.

### 2.1 Establishment of Hubs

During April, May and June, City of Edinburgh Council is operated ten hubs across the city, offering full time education of children of key workers and vulnerable pupils. The number of children attending these hubs grew throughout this period, with the average number of children being looked after in a hub setting around 470 children in Early Learning Centres and 420 pupils per week in mainstream schools, and 40 per week from Special Schools (930 total) typically represented by 2/3 key workers and one-third vulnerable pupils. This represents around 2% of the pupil population with the remaining 98% learning from home.

The graph below shows pupils (minus early year learners) attending hubs since the end of March.



### 2.2 Provision to Vulnerable Children

In addition to accommodating vulnerable children in hub schools, in recognition that many challenges faced by families that impacted on children were finance related, the City of Edinburgh Council has provided food parcels for 2,310 pupils across the city in addition to providing free meals for all children attending hubs.

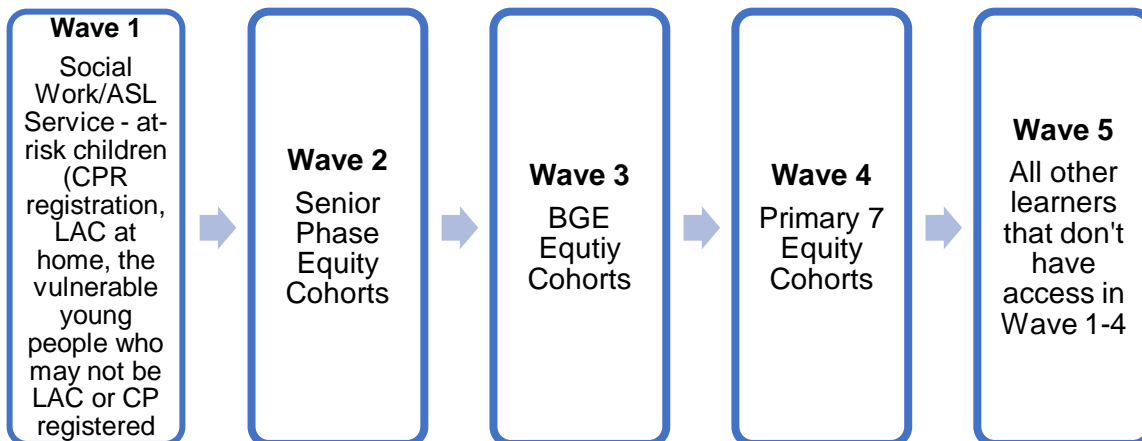
### 2.3 Commencement of Digital Learning

EdinburghLearns@Home Guidance was issued iteratively to schools and to parents and carers pre-lockdown onwards. This provided sample timetables, recommended time-on-task and specific information on how learning content would be accessed. Digital devices were issued from school stocks and arrangements made to provide vulnerable learners with devices and Wi-Fi access. Almost all schools radically increased their use of digital learning. High parental satisfaction was noted in schools making extensive use of Digital Learning.

It is important to ensure that all good practices and lessons learned during the lockdown phase of the pandemic continues to be developed. The agile and dynamic response required to address emerging needs, needs to continue the need for agility and the ability to adapt quickly to a changing environment is likely to be required for some considerable time.

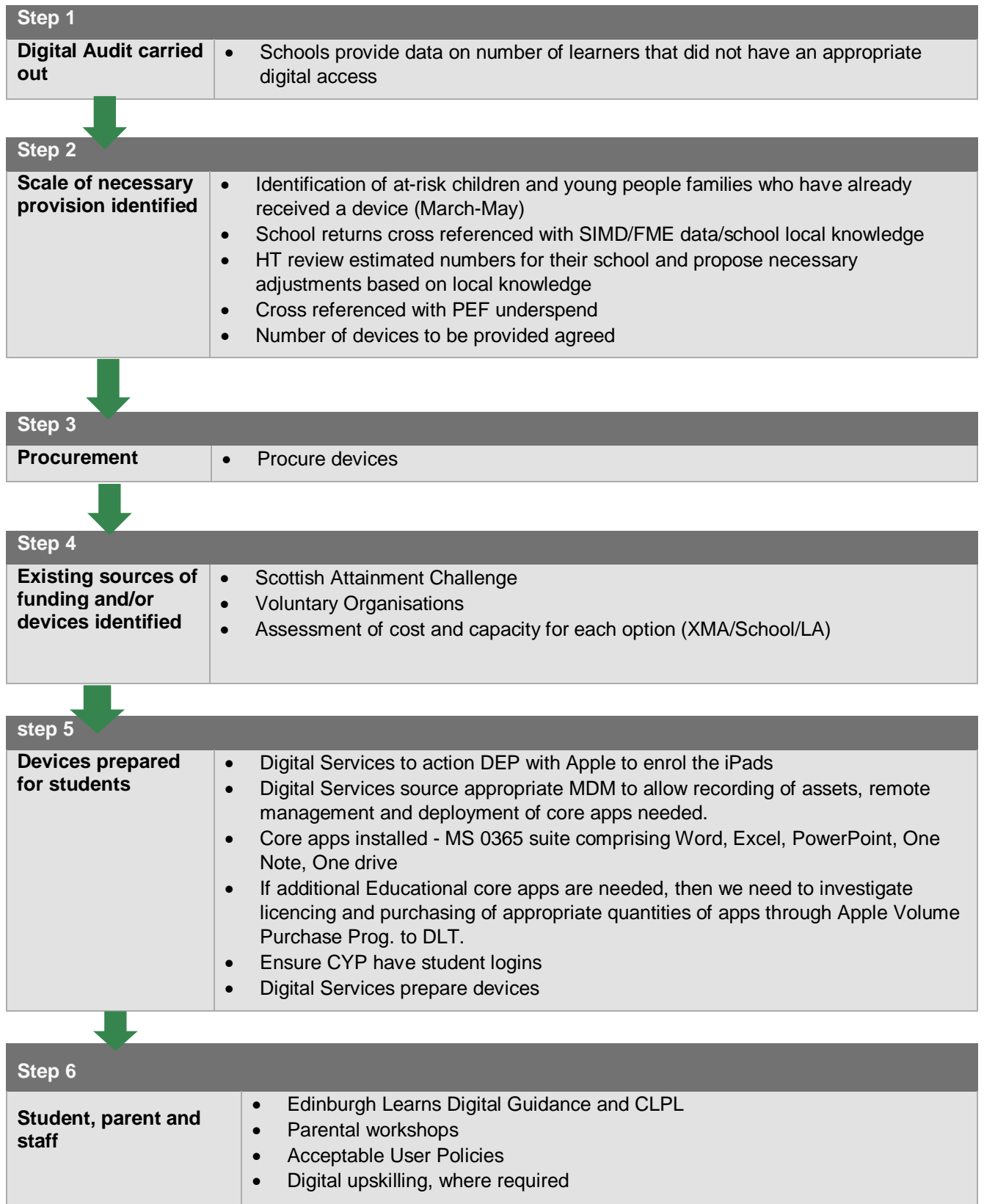
Before lockdown, we had 3,000 Teams sites across learning and teaching. Today we have nearly 13,000 Teams.

The City of Edinburgh Council's Digital Connectivity flowchart outlines the steps we are taking to support access to digital devices during this time, ensuring the most vulnerable children and young people are not disadvantaged.

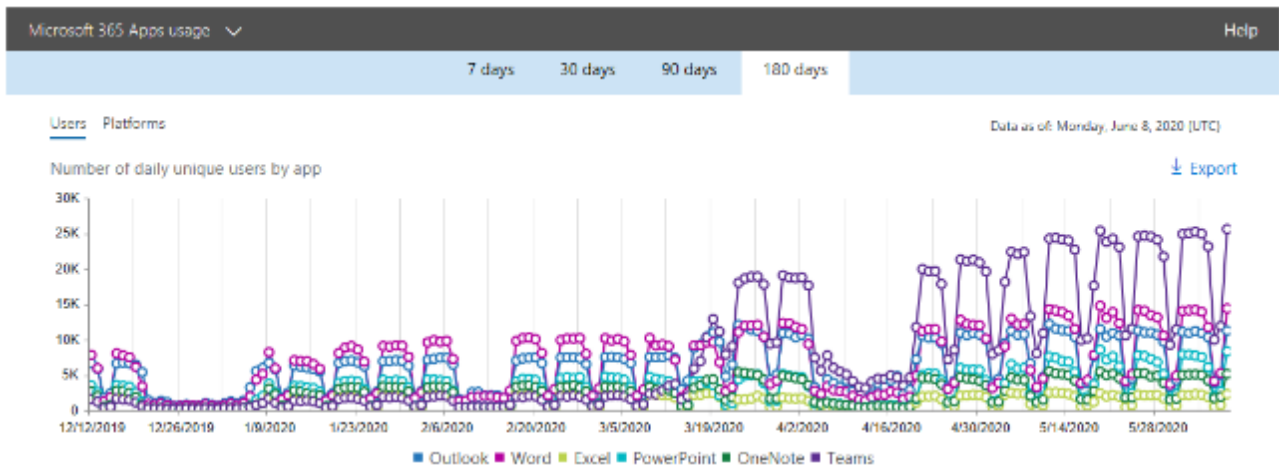


There are currently over 20,000 devices with families in the city with the final devices for Wave 2 (above) scheduled to be delivered over the Summer Break. The aim is to ensure each child has access to their own device, audits are underway to identify gaps.





The graph below shows O365 App usage over last 180 days during final term.



The graph below shows Microsoft Teams regarding pupil engagement over the last 180 days in the final terms. The green line is the most interesting, as it takes in app features such as Assignments, Class Materials, PowerPoint, Sway etc. These are the aspects that pupils will have been engaging with directly for learning activities.



## Section Three – Phased Plans 19/2020

### 3.1 Scottish Government Phases for Easing of Lockdown

Phase	Epidemic Status	National Guidance – Schools and EY	Local Authority Arrangements
<b>Lockdown</b>	High transmission of the virus Risk of overwhelming NHS capacity without significant restrictions in place	Schools and childcare services closed. Measures in place to support home learning and provide outreach service to vulnerable children Critical childcare provision for key workers and vulnerable children	School buildings closed to pupils and staff. 8 mainstream hubs open for children of key workers and vulnerable pupils and three special school hubs for children with complex additional support needs,
<b>One</b>	High Risk – virus not yet contained Continued risk of overwhelming NHS capacity without significant restrictions in place	School staff return Increased number of children accessing critical childcare provision Transition support available to pupils in P1 and S1 where possible	School buildings open to staff on a controlled basis, to allow preparation for Term 1. Hubs remain open for children of key workers and vulnerable pupils. Enhanced transitioning available for children requiring the support
<b>Two</b>	Virus is controlled but risk of spreading remains Focus on containing outbreaks	As phase one	As phase one
<b>Three</b>	Virus has been suppressed. Continued focus on containing sporadic outbreaks	Children return to school under a blended model of part-time in school teaching and PT in home learning Public Health measures in place. All childcare providers re-open with available capacity prioritised to support key worker childcare, early learning, ELC entitlement and children in need	Physical Distancing – where appropriate for children in school limited classroom capacity Blended learning- groups attending school in rotation. Extended hours -Staggered start and finish times Universal lunch offering- free school meal payments continue for days eligible children not in school Optimisation of outdoor learning
<b>Four</b>	Virus remains suppressed to very low levels and is no longer considered a significant threat to public health	Schools and childcare provisions operating with and necessary precautions	Minimal physical distancing .All pupils attending daily with continuation of staggered start and finish times

## 3.2 Local Authority Delivery Plan Overview

The City of Edinburgh Council has developed its approach to the re-opening of school buildings focused on the needs of pupils and staff. It is firmly based on all available Scottish Government and Public Health guidance aligned with the four phases of the national plan for returning childcare, early learning and schools realising equity and consistency wherever possible. This Local Authority approach will guide the development of Individual School Recovery Plans. All phases and dates assume the continuation of the current downward trajectory of virus infection in Scotland and no change in local reporting in Edinburgh.

### Key Principles

- Maximises face to face teaching time
- Considers scientific and medical advice
- Wellbeing of staff and pupils carefully considered
- Simple accessible risk assessments of individual facilities
- Implements public health measures and increased hygiene measures
- Provides high quality in-person learning
- Flexibility to move quickly back to virtual or blended learning if needed.
- Clear communication with pupils, parents and staff to ensure confidence

## 3.3 Local Delivery Plan, Phase One

### 8 June – 26 June 2020

The first phase of the return to schools following COVID19 closures was the ability for staff to return to school to allow schools to plan effectively and meet the requirements required for Term One. The table below shows the plan as it happened:

<b>Staff Attendance</b>	Staff made phased return to buildings w/b 8 June
<b>Learner Attendance</b>	Existing registered children of key workers and vulnerable pupils Some pupils were invited to attend enhanced transition days.
<b>Key Worker Children and Vulnerable Pupils</b>	The existing hubs continued to operate with the same attendees Pupils from Special Schools who had attended hubs returned to their own schools
<b>Home Learning</b>	Early years staff continued to maintain contact with families and encourage engagement with tasks Teachers continued to deliver home learning in all other settings. Head Teachers supported staff to balance home learning with commitments to undertake duties at school buildings.
<b>Transitions</b>	Pupils requiring enhanced transitions – took place w/c 22 June

<b>Transport</b>	Where required and agreed, transport continued to be provided for pupils to attend hubs/ schools
<b>Catering</b>	Continuation of existing school meal provision available at operating hubs.
<b>Cleaning</b>	Maintain existing cleaning routines in centres that have been operating as hubs.  From 1 <sup>st</sup> June, pre-clean, followed by regular scheduled cleaning routines in establishments that have been closed
<b>IT and Technology</b>	Where staff can more effectively deliver online learning by attending school – they could do so.
<b>Inclusion and Wellbeing</b>	Children’s needs placed at heart of all decision-making process in plans to reopen.  Supporting all vulnerable children and those whom vulnerabilities have emerged during lockdown
<b>Communications</b>	Council communications team provided advice and guidance on all aspect of comms.  CMT approved all communications  Schools developed regular communication with parents on model offered

### 3.4 Local Delivery Plan, Phase Two

#### 29 June – 7 August 2020

The second delivery phase involves the maintenance of provision over the summer holiday period for eligible children of key workers and for vulnerable pupils where it is deemed necessary for their wellbeing to attend.

<b>Delivery Phase Two</b>	<b>Early Years Settings</b>	<b>Holiday Hubs</b>	<b>Holiday Hubs – Special Schools</b>
	Young children eligible for attendance at nurseries and childcare centres at operate over the summer. Parents will be notified regarding eligibility.	In line with national guidance, provision will be made for eligible pupils identified as being vulnerable and in need of access to care provision.  Certain classifications of key worker will be able to use hub provision for their children	One hub in place in one special school for children with additional support needs that we are staffing. This is for keyworkers plus children with additional support needs from families under stress.

		Should operational capacity allow, provision may also be made for children who would typically have attended PEF Summer Clubs.	<p>Forest school provision with one to one staff ratio for a small number of children who have vulnerabilities</p> <p>We have commissioned 3 third sector agencies to run small hubs in our premises for children with additional support needs from families under stress.</p> <p>We have commissioned 2 third sector agencies to run hubs in their premises for children with additional support needs from families under stress</p> <p>We have commissioned another third sector agency to run sessions for children with additional support needs and their families from families under stress</p>
<b>Staff Attendance</b>	Early years staff teams attending at designated childcare centres, which will operate during the summer break.	Broad team of staff drawn from the Quality Improvement Team, Early Years and Lifelong Learning will be allocated to area hubs that will provide summer activities/care.	Team of staff drawn from special schools and the ASL service will be allocated to Braidburn School Hub and Forest Schools provision and third sector partners
<b>Key Workers and Vulnerable Pupils</b>	Early years settings will continue to offer places, by agreement, for children of key workers and those assessed to be vulnerable	The initial priority for attendance at Summer Hubs will be vulnerable pupils. Agreed classifications of key worker will also be able to	See above.



		access provision on a needs basis.	
<b>Transport</b>	By prior agreement, transport may be provided where it is critical to attendance to do so.		
<b>Catering</b>		A limited meal service will be provided to children attending hubs.	
<b>Cleaning</b>	Existing robust building cleaning routines will be maintained in centres that are open to children.  Additional guidance will be provided to centres regarding the cleaning of toys and equipment.	Cleaning routines will depend on the exact use of each building during the summer, but existing robust cleaning routines will be in place where buildings are in use.	
<b>Other Infrastructure</b>	Arrangements need to be made for continuing access to buildings and the maintenance of heating and utility services.		

### 3.4.1 Summer “ Discover!” Programme

*Discover! Online* has been developed in response to Covid-19 to allow qualifying vulnerable families to continue to access food provision and fun learning activities remotely during the summer holidays and beyond. The aims of the Discover! online programme remain the same:

- reduce food anxiety and financial stress over school holidays
- help reduce the poverty related attainment/achievement gap;
- reduce social isolation, and promote healthy eating

*Discover! Online* has been developed and delivered through a strong partnership between CEC Lifelong Learning and Edinburgh Community Food (ECF). Other significant contributions to the online programme of activities have been made by Active Schools, The Royal Observatory Visitor Centre and Edinburgh Zoo, as well as sessions delivered online by previous *Discover!* programme storytellers, artists and dance and relaxation specialists.

The core elements of *Discover! Online* are:

**Discover in a Box:** A weekly box delivery, packed by Edinburgh Community Food and Schools/ Life Long Learning staff and delivered by CEC fleet services. Each box is themed around a country. The box contains fresh food ingredients and resources (supplied by ECF), art materials, information on support services, healthy eating etc and an Active Schools pack with the first box delivery. These resources allow families to take part in the Edinburgh Discover Facebook group activities.

**Edinburgh Discover Facebook Group:** this is the family facing part of *Discover! Online* where content is shared with and between families. This includes Live and pre-recorded activity sessions, links to other local and citywide services and resources and family posts.

There are around 150 families who are now members of the Edinburgh Discover Facebook Group. Families regularly share posts of their children cooking and enjoying the meals provided, art work and provide support to each other. Some amazing comments from families have been received, such as those featured below:

*'my son never eats or even wants to leave his room nowadays....pre-teen life. But today he helped make our fajitas with all the veg included and is currently loving his fajitas and said the peppers and onions were really nice....buzzing that getting him into the kitchen cooking his own meal has encouraged him to try foods he wouldn't normally dream of. Thanks Discover!'*

*'You are brilliant Discover for getting us all motivated , lockdown was beginning to drag us down- now we have a new lease of life.'*

*'Received my amazing box. Full of art stuff, sciences stuff, yummy food and equipment. Recipes and lots of activities to do! You are amazing Discover! Can't wait to start the fun! Thank you so much 😊'*

**Discover!** is also beginning to share the Summer Reading Challenge, home learning literacy and other catch up learning resources and links with the **Discover!** Facebook Group – each family in the group was recommended to **Discover!** as a family living in poverty and where the cost of school holidays and learning loss meant the children were falling behind in their learning.



### 3.5 Local Delivery Plan, Phase Three

#### 10 August onwards

The third phase of delivery involves the systematic return of pupils to school buildings in a safe and controlled manner. As far as possible pupils will remain within the same groups throughout the school day.

Delivery Phase Three	Early Year Settings	Primary Settings	Secondary Settings	Special Schools
<b>Staff Attendance</b>	All staff return on 10 August – 2 days training, There is a projected worst case scenario of 15% absence rate, this gap will be filled by NQTs and Supply Teachers.			
<b>Pupil Attendance</b>	Operational Maximum whilst maintaining peer groups.  Places allocated on rotational basis. Attendance focuses on entitlement for all children to receive a minimum of 600 hours of ELC provision,	Full Attendance from week 2 based on no physical distancing between pupils.  Where possible same peer groupings will be maintained throughout the school day.	Full attendance from week 2 with physical distancing maintained where possible.  Where possible same peer groupings will be maintained throughout the school day.	Full attendance from week 2  Pupils will be placed in appropriate groups. Where possible same peer groupings will be maintained throughout the school day.
<b>Key Worker Children and Vulnerable Pupils</b>	There will no longer be a need for additional Key Worker/ Vulnerable care			
<b>Home Learning for periods of self isolation/ and or any school closures</b>	When children are not able to attend school, staff may provide engagements activities to undertake at home, with a focus on creativity and active play	Direct teaching in schools will sit aside home learning that follows up on core in-school teaching.  Where schools are closed this would revert back to a full digital learning model.  Resources developed for home learning should be retained and used where it can support children with interrupted learning (including self-) or who have difficulty attending school.	Direct teaching in schools will sit alongside home learning that follows up on core in-school teaching.  In-home learning activities will be extension activities that link to the in-school experience. Digital learning will be utilised as appropriate to learners' needs.	

				Resources developed for home learning should be retained and used to support children who may have difficulty attending school.
<b>Catering</b>	Meal provision for eligible children attending nurse	<p>Provision of a limited menu packed lunch menu (Soup/sandwich) for children attending schools. As kitchens return to normal operation, menu choices will be reinstated, and hot meals will be provided more widely</p> <p>Where registered for free school meals, and when pupils are not attending at school (through self-isolation or school closure) an equivalent monetary payment will be made to parents.</p>		
<b>Transport</b>		<p>No physical distancing or any elements of social distancing on transport.</p> <p>If prevalence of the virus increases, distancing may be required and use of face coverings introduced.</p>		
<b>Curriculum</b>	Heavily play based and focus strongly on outdoor learning and play	<p>Clear adherence to school values will remain and pupil participation encouraged.</p> <p>The focus of the curriculum in the lower primary years should be strongly play and experience based and balanced with high quality direct teaching in key areas of Literacy, Numeracy and</p>	<p>Where possible, timetable harmonisation will be used to increase the breadth and capacity of teaching across schools</p> <p>Extended and embedded use of digital learning will continue – as risk mitigation for future outbreaks or lockdown</p> <p>Outdoor learning opportunities will be maximised.</p>	<p>The curriculum will focus on health and wellbeing, literacy and communication and numeracy. This will be built around the skills framework within each school.</p> <p>Outdoor learning opportunities will be a key feature of the school day where this can be achieved within school grounds.</p> <p>Extended use of digital learning will continue as appropriate to learners' needs, to</p>

		<p>Health &amp; Wellbeing.</p> <p>In upper primary years, the curriculum will focus on focused quality teaching experiences in the core areas of Literacy, Numeracy and Health &amp; Wellbeing.</p> <p>Outdoor learning opportunities will be a key feature</p>		<p>support continuity in learning in event of outbreak or lockdown.</p>
<b>Cleaning</b>	<p>Existing robust daily building cleaning routines will be maintained in all educational settings</p> <p>Electrostatic / Fogging infection control cleaning deployed as BAU</p>			
<b>IT and Technology</b>		<p>Audit of devices to ensure suffice for needs, and flag any issues, further devices needed.</p> <p>Ensure a robust support infrastructure is in place.</p> <p>Start delivery of the longer-term solution for digital devices for learners and teachers</p> <p>Schools that do not operate 1 to 1 will recall loaned devices to begin sharing them across classes, assuming all hygiene controls have been met</p> <p>A bank of computers should be retained for distribution to children needing to isolate under Test and Protect arrangements, if they require it.</p>		
<b>Communications</b>	<p>Robust communications will remain in place with parents/carers informed in a timely manner of any changes</p>			

## Section Four – Critical pre-opening requirements

Before considering the re-opening of school buildings several critical measures and operational checks and procedures were put in place, and the following plans drawn up.

### 4.1 Ongoing Digital Learning

Digital Learning remains a key element in the 100% return model, for the reasons below

- Digital Learning mitigates the risk that should any school be closed down, either through localised outbreak or through a second wave, learning continues seamlessly.
- Test and Protect may see various numbers of children (and teaching/ support staff) placed in self-isolation for numerous periods throughout the term/ academic year. Digital Learning will allow the continuation of home learning during these self-isolation periods.
- The Digital Learning is a crucial aspect of the Blended Learning model, that is outlined in the contingency plan.
- Digital Learning is a core part of any 21<sup>st</sup> Century education service vision and was clearly mapped out as part of the Edinburgh Learns vision and Learning Strategy vision

All our school colleagues and upper primary and secondary pupils have access to Microsoft 365, so they can communicate, collaborate and engage in learning experiences. It is important that we respond to our pupils in age and stage appropriate ways and so some Early Years lower primary pupils and special schools continue to use Learning Journals to support their learning.

### 4.2 Completion of Risk Assessments

A complete toolkit of risk assessments was developed for each educational establishment, agreed by workgroups, including where appropriate trade union representatives.

The Schools Operational Toolkit (SORT) developed and distributed to all schools an example of which is provided in Appendix One.

Schools have been asked to undertake risk assessments in:

- Infection control
- First aid
- An update to fire safety risk assessment (if required) e.g. changing routes etc
- Closure risk assessment (if required)

Catering and Cleaning risk assessments must be shared with central team by emailing relevant department.

The guidance for practical subjects provides exemplar risk assessments for all practical subjects

### 4.3 Readiness of Buildings

School buildings that were not being used as hubs were fully prepared for re-opening (initially to staff and then to pupils). Checklists were completed for each building including pre-cleaning routines, health and safety testing, legionella water testing, fire safety checks and the provisions of PPE and other hygiene supplies. Prior to pupils returning in August all buildings will have undergone an electrostatic fogging regime (See section 5.3)

A crucial part of planning for the return of pupils in August is to safely access schools. Road Traffic colleagues are assessing every school; making required changes where possible to allow the best

access, this can include but not limited to; temporary widening of pavements, temporary traffic restriction orders, and identifying parks and stride opportunities. This will be coupled with staggering opening hours, on a school by school basis, to allow for the continuing physical distancing still be in place between adults, and allowing children to maintain groupings as far as possible.

#### **4.4 Continuation of Hubs**

There is a need to maintain provisions for children of key workers and vulnerable pupils throughout the summer holidays. The current provision of eight mainstream hubs was reduced to 6 hubs on 29th June. All pupils attending hubs from Special Schools returned to their regular Special School on 15th June. All hubs will be closed after Friday 7<sup>th</sup> August.

#### **4.5 Readiness to Adapt to Change**

Planned into all risk assessments is the ability to respond quickly to changing status of the pandemic, either nationally or locally. This includes the ability to rapidly close/ re-open schools, respond to staff and pupils isolating under the Test and Protect programme, or further re-purposing of other buildings in response to emergency situations.

As part of School Renewal Planning, all schools will be asked to maintain up to date Risk Assessments and plans to ensure continuity for every theme:

- Health and Safety; Wellbeing and Resilience; Teaching, (Blended) Learning and Assessment; Inclusion, Equality and Equity

Should schools be required to close down sporadically, we will monitor and engage with them on an individual basis to ensure that their Blended Learning Plans allow for smooth uninterrupted learning, with the maximum amount of face-to-face learning possible. Quality Improvement Education Officers will liaise closely with Headteachers and report to the Senior Education Manager. The quality of Blended Learning provided will be kept under review, assessed against the strategic framework set out in the School Renewal Planning section.

#### **4.6 Preparation for further School Closures**

It is also possible that an outbreak of COVID19 in an educational establishment in Edinburgh, could result in the City of Edinburgh Council making the decision to close the school. In these instances, the views of clinical and medical experts will be the most important factor when deciding to close a school.

The City of Edinburgh Council also has the authority to close schools for reasons of Health and Safety. These closures could last for relatively short periods such as weather-related issues, or longer periods where building are damaged and become unsafe.

- Schools would use the school closure risk assessment and the closure would be managed in the usual way between the authority (Schools and Lifelong SLT) and the school in respect of closure decision making, if the closure is related to Covid19 Health Protection Lothian would also be involved.
- At the SORT briefings we have asked colleagues to consider closure scenarios.
- The option for vulnerable and key worker children to be relocated to hubs.

## **4.7 Workforce Planning**

The last staff survey taken in June gave an indication of the number of absences that could be expected for the August return. These include shielded individuals, those living in shielded households and those classes as clinically vulnerable. As we have been unable to contact staff throughout the summer period, there is no updated data to re-assess these numbers in a meaningful way.

Whilst shielding has ceased, our staffing plans continue to portray the worst case scenario, and allowed for a 15% absence in teaching/ support staff (900 staff), This number will be reviewed as soon as is possible.

Another consideration in workforce planning is closing the attainment gap that has increased for certain pupils during lockdown. The Scottish Government announced £50m national funding to help bridge that gap by employing extra teaching staff to support the service. Edinburgh City Council received £3.36m of this funding and has used it to recruit 70 newly qualified teachers across all educational settings, plus additional support staff.

A further £30m of national funding was announced on 30<sup>th</sup> July to aid in the recruitment of additional teachers. City of Edinburgh Council have yet to receive confirmation of their allocation from this new fund, however as soon as this is received further recruitment will take place and is likely to boost numbers by a further 30.

There are over 200 Specialist non-core teaching staff that will be required in some circumstances to teach outwith their specialism to ensure that seamless learning takes place.

The Council has surveyed all supply teachers on their list and has updated availability on all potential staff, allowing quick recruitment. The use of supply teachers needs to be carefully managed and guidance will be given to schools prior to schools re-opening on how this should be managed.

## **4.8 Communications**

Throughout the pandemic period City of Edinburgh Council have regularly engaged with the wider stakeholder community; unions, parents, teachers etc. This will continue throughout the entire pandemic to ensure a collaborative approach is reached.

Fortnightly communications have been agreed as a minimum interval of interaction between City of Edinburgh Council and parents. Parents will receive text alerts to inform them that there is new information on the Council website.

Parent Council Network discussion forums have been set up to help parents prepare for changes to school, these will be held virtually on a locality basis and cover the following topics, Health and Safety, Mental Wellbeing, and Equality and Inclusion.

## **4.9 Out of School Care**

As of 15<sup>th</sup> July Childcare facilities are able to re-open, however City of Edinburgh Council will not be opening any council properties for 3<sup>rd</sup> party childcare during the summer holiday period. This is to allow the Council to undertake the preparations of buildings prior to the school return in August.

When schools return on 12<sup>th</sup> August, 3<sup>rd</sup> Party providers of childcare solutions will be able to operate in a wrap/round care function (Breakfast and Afterschool clubs) in council premises as long as the appropriate procedures are in place.



Appropriate risk assessments need to be completed by 3<sup>rd</sup> Party, alongside a summary of the services they wish to resume/ undertake. These documents will be taken to the Operations Board for approval prior to final approval by Council Leadership Team. These forms and risk assessments are currently being drafted and should be issued in final format to 3<sup>rd</sup> parties in the near future.

If for any reason, a 3<sup>rd</sup> Party, is not able to return to their previous premises (repurposing/ availability/ building readiness) the Council will endeavour offer an alternative interim premises.

City of Edinburgh council are committed to do all it can to support the re-opening of all youth work programmes, in a safe and sustainable manner. The Council is mindful that children and young people need holistic support and these highly valued programmes are key to the wider wellbeing and education of our youth.

## Section 5 – Hygiene, Health and Safety

Public Health Scotland will continue to inform Scottish Government decisions around a return to school buildings.

The City of Edinburgh council and NHS Lothian continue to work closely to prevent and control infections in educational establishments. Health Protection Scotland will be alerted to all positive cases arising in Schools and other educational establishments.

All establishments will remain alert and vigilant in regard to pupils and staff developing symptoms of Covid-19 and have processes in place to safely isolate anyone showing symptoms pending an immediate return home. Safe isolation areas within establishments will be pre-identified and well ventilated.

### 5.1 Test and Protect

Anyone who tests positive for Covid-19 will be contacted by their local health authority (note not all teachers reside in NHS Lothian), and all “close contacts” will be identified as part of the Test and Protect Programme. Close contacts are currently defined as anyone living with them, plus anyone who has been within 1 metre of them for any duration of time, and within 2 metres of them for 15 minutes or longer. All such close contacts will enter 14 days isolation at home.

Enabling everyone to adhere to increased hygiene measures such as hand and respiratory hygiene measures will be key to minimising the risk of spread and the disruption to delivery of educational services such periods of isolation would cause.

All staff will be familiarised with the details of the national Test and Protect Programme.

### 5.2 Who can attend school?

School will only be open to staff and pupils who not self-isolating and show no symptoms of Covid-19.

There is some evidence that Covid-19 may impact disproportionately on some groups (Minority Ethnic communities with underlying health conditions), individual risk assessments can be undertaken if welcomed by the individual concerned.

## 5.3 Cleaning

All areas of the educational establishment will be cleaned daily by staff before the start of every day, using methods and cleaning products in line with the national guidance (Covid-19 decontamination-in-non-health care-settings) to maintain high standards of cleanliness.

Each school will be treated with medical grade electrostatic spraying technology and a patented chemical which is significantly more effective than regular cleaning as it kills the virus and eliminates human error with missed areas through manual cleaning i.e. Walls, ceilings, under chairs and tables etc. The medical grade technology and patented chemicals kill 99.99% of pathogens, has a residual value of up to one month and is used within the NHS. (Regular cleaning only kills approximately 11% of pathogens).

CEC Scientific Services have been consulted in relation to the use of this product, they have provided assurance it is safe to use and has already been used in Holy Cross Nursery and Seafield Waste and Cleansing unit (March 2020) as well as the Ross Band Stand Fountain.

Movement of children, young people and staff between classrooms should be minimised wherever possible. Where this cannot be avoided, the provision of appropriate cleaning supplies to enable them to wipe down their own desk/chair/surfaces before leaving and, especially, on entering the room will be part of overall hygiene strategies for secondary schools.

Children /young people and staff should be instructed to keep bags on the floor and not on their desks or worktops.

## 5.4 Ventilation in buildings and the use of outdoor space

Staff will ensure good ventilation by keeping windows and doors open where possible.

Good ventilation can help reduce the risk of spreading coronavirus, so focus on improving general ventilation, preferably through fresh air or mechanical systems.

Where possible, Staff will increase the supply of fresh air, for example, by opening windows and doors (unless fire doors or final exit doors where there is a flight risk). Any windows fitted with window restrictors must not be bypassed to increase opening width - this would compromise child safety.

Schools can consider the circulation of outside air can be improved by using ceiling fans or desk fans for example, provided good ventilation is maintained. The risk of transmission through the use of ceiling and desk fans is extremely low providing there is good ventilation in the area it is being used, preferably provided by fresh air.

The risk of air conditioning spreading coronavirus (COVID-19) is extremely low as long as there is an adequate supply of fresh air and ventilation, and therefore schools are encouraged to continue using most types of air conditioning system with the exception of centralised ventilations system that removes and circulates air to different rooms it is recommended that the recirculation is turned off and a fresh air supply is used. Corporate Property are supporting in respect of individual establishment advice.

Outdoor learning options have been maximised for each establishment, and outdoor informal classrooms set within a natural setting (parks/ forest/ beach) within 2 miles of the school will be used when possible.

## 5.5 PPE

For the majority of staff in schools, PPE will not normally be required or necessary. All schools have set risk assessment processes for the use of PPE, and all schools have been supplied with sufficient readily available PPE and staff will be trained on its use.

Risk assessments already exist for children and young people with more complex needs, including those with emotional and behavioural needs. These risk assessments have been updated and can be found in Schools Operational Risk Toolkit (SORT).

Local infection control procedures that outline safety and protocols should also be stringently followed. This includes procedures for the disposal of soiled items; laundering of any clothes, towels or linen; and cleaning equipment for children and young people, such as hoists and wheelchairs.

The types of PPE required in specific circumstances are set out below:

- Routine activities: No PPE is required when undertaking routine educational activities in classroom or school settings.
- Suspected COVID-19: Gloves, aprons and a fluid-resistant surgical mask should be worn by staff if a child or young person becomes unwell with symptoms of COVID-19 and needs direct personal care. Eye protection should also be worn if a risk assessment determines that there is a risk of splashing to the eyes such as from coughing, spitting, or vomiting. Gloves and aprons should be used when cleaning the areas where a person suspected of having COVID-19 has been.
- Intimate care: Gloves and aprons should continue to be used when providing intimate care to a child or young person. This can include personal, hands-on care such as washing, toileting, or first aid and certain clinical procedures such as assisted feeding.
- Fluid-resistant surgical masks and eye protection should also be worn if a risk assessment determines that there is a risk of splashing to the eyes such as from coughing, spitting, or vomiting.
- Gloves and aprons should be used when cleaning equipment or surfaces that might be contaminated with body fluids such as saliva or respiratory secretions.

### Face coverings

Face coverings should not be required for most children and young people (those clinically advised to wear a covering are an exception).

Where adults cannot keep 2m distance and are interacting face-to-face for a sustained period (about 15 minutes or more), face coverings should be worn. In other circumstances, adults in schools (including the school environment, such as at the school gate) should not need to wear face coverings as long as they can maintain 2m distancing. Some children and young people may need additional support/reassurance about the reasons for adults wearing face coverings.

Anyone (whether child, young person or adult) wishing to wear a face covering in school should be enabled to do so. Evidence suggests that face coverings do not provide significant protection for the wearer, rather they primarily reduce the risk of transmission and help suppress the virus. As the wearing of face coverings/masks becomes more commonplace in Scotland, it is possible that more people may choose to wear a face covering in the school setting, particularly on the initial return to school. Should the prevalence of the virus in the population start rising, nationally or in parts of Scotland, schools may wish to encourage the wearing of face coverings, especially among

adults and older young people in secondary schools, as part of an enhanced system of approaches to reduce transmission.

The impact of wearing a face covering for learners with additional support needs including any level of hearing loss should be carefully considered, as communication for many of these learners including hearing impaired young people relies in part on being able to see someone's face clearly. This is also important for children and young people who are acquiring English and who rely on visual cues to enable them to be included in learning. Individuals who may not be able to handle and wear face coverings as directed (e.g. young learners, or those with additional support needs or disabilities) should not wear them as it may inadvertently increase the risk of transmission.

Schools should raise awareness amongst children, young people and staff about the correct way to remove and store face coverings when those who use them (e.g. on public transport) arrive at school. Cloth face coverings should be washed regularly and in accordance with current advice.

## 5.6 Handwashing

All entrances in use within each building will have hand-sanitiser dispensers, and hand-sanitiser will be available in each room in every school setting.

Stocks of soap and hand sanitiser will be checked and replenished before the start of the day by facilities management staff.

Hand washing posters will be on display throughout the buildings and children and staff should wash their hands with soap and water for 20 seconds or more, or use alcohol hand sanitiser when:

- entering building
- before eating/ handing food
- after sneezing/ coughing
- after going to toilet.
- before/after using shared equipment



## **5.7 Risk Assessment Process**

No member of staff will be able to enter a school building without being briefed on the mitigations identified as necessary through the risk assessment for the return of staff to school buildings (See SORT – Appendix One)

School Operational Risk Toolkit has been issued to each educational establishment alongside user guidelines (Appendix two). Each establishment has a risk workgroup that continue to review and updated any risks and mitigations and ensure circulation.

In the new school year a SORT video will be issued to all school staff at in-service. SORT debriefs and workshops will be ongoing in response to the risk context.

## **5.8 Access to Toilets**

Under 100% return access to toilets would be as they were in a pre-covid world, with extra emphasis on hygiene and hand washing. Physical Distancing will be encouraged in secondary schools. If possible in primaries toilets will be allocated to groups and clear visuals showing which toilets are allocated to each group will be required.

Under both models all toilets will feature graphics emphasising the importance of handwashing routines, and notes that the youngest children may need handwashing supervised.

Cleaning of toilets will follow HPS guidance and ASSIST FM guidance (FM functions across all local authorities in Scotland).

## Section 6 – Practical Measures to support Physical and Social Distancing

Under the 100% plan, the intention is for no physical distancing to be imposed between younger children and there is a recognition that physical distancing will not be appropriate for some secondary-aged learners with complex additional support needs; however distancing is actively encouraged in mainstream secondary schools and there is a physical distancing requirement between adults at 2 metres, and adults and children whenever possible.

In addition to physical distancing all schools will introduce measures to reduce social interaction between groups of pupils. Secondary Groups will be as far as possible socially distanced in the form of year groupings for and classroom groupings will be the norm for primary schools.

To minimise infection and transmission risks of Covid19 establishments need to maintain separation between adults at all times, and where possible decrease interaction between groups of pupils

### 6.1 Maintaining Separation Between Adults (Physical Distancing)

All staff within schools will be required to abide by the physical distancing measures in place wherever possible (currently 2 metres). While we recognised the benefits of social areas for staff the use of staff rooms will be actively discouraged due to the difficulty in effectively controlling infection in these rooms. Schools should consider alternative uses for these rooms, and prepare other staff areas which are easier to keep clean and free from infection. If in use, clear guidance given as to maximum numbers of staff permitted at one time and procedures around using any shared resource such as a kettle.

### 6.2 Maintaining Separation in Mainstream Secondary Schools (Physical Distancing)

Handwashing and maintaining social distance are the main ways of reducing the spread of infection. While this will be difficult to implement in secondary schools due to the way the curriculum is traditionally delivered across many subjects and classes, the risk of outbreaks of infection, school closures and interrupted learning, are high. Secondary schools must therefore consider all of the below mitigating factors in delivering the timetable.

- Discourage social physical contact (hand to hand greeting/hugs)
- Use all the available space in classrooms, halls, libraries or social spaces to promote distancing where possible.
- Adjust class space if required, and where possible, to maintain spacing between desks or between individual young people
- Seat young people side by side and facing forwards, rather than face to face
- Avoid situations that require young people to sit or stand in direct physical contact with others.
- Where children and young people need to move about within the classroom to perform activities (for example to access a shared resource) this should be organised to minimise congregation around the point of access to the shared resource.
- Where staffing within the school allows it, consider altering class sizes and composition to intensify support for young people and create more space. For example, where there are 3 maths

sets in a year group (one set with 30 pupils, another with 20 pupils and another with 10 pupils) class size and composition may be altered to improve the spread of pupils and create 3 sets of 20 pupils.

## **6.2 Decreasing Interaction (Social Distancing)**

Every effort is being made to limit the limit any potential spread of infection this includes minimising movements and forming consistent groups of pupils and staff where possible. Consistent groups reduce the likelihood of direct transmission, allow for quicker identification of those who need to self-isolate and may reduce the overall number of children, young people and staff who need to isolate in the event of a positive test or COVID-19.

Wherever possible, efforts will be made to keep children and young people within the same groups for the duration of the school day.

Where necessary, one-way systems will be established in schools and clearly marked and where possible children will use external space to move around a building.

Start and finish times are likely to be staggered in all settings to decrease the number of children arriving / departing together at one time. The arrival / departure times will vary on a school by school basis, determined by the number of routes in and out of the building.

All schools will adopt an agreed protocol on terms of drop off and pick up, where parents/ carers will be asked to refrain from entering school playgrounds. Temporary Road Restrictions, or adaptation of parking regulations may be required to encourage a Park and Stride approach to limit traffic. Travel planning for schools will vary significantly from schools to school.

Playgrounds will only be accessed by children in school, ensuring so carefully calculated capacities can be maintained.

All access to buildings will be strictly controlled.

Schools should make efforts to keep groups apart from other groups where possible. In open plan settings with large numbers of children or young people (for example multiple classes in one open plan space) consideration should be given to ensuring clear demarcation and separation between the areas in which different groups learn.

Schools should consider how to reduce the movement of groups across different parts of the school estate where possible.

Where it is necessary to bring groups together, alternative mitigating actions should be put in place, such as limiting the time spent together, the current guidance is maximum 50 people.

When undertaking fire test drills or procedures where the whole school is evacuated, schools and local authorities should consider muster points and whether these need to be altered to ensure a greater degree of separation.

The approach taken to configuring groups should be risk-based and adapted to the specific circumstances of the school. The general approach should be to keep groups consistent where practically possible, taking into account the feasibility of doing this while delivering a broad, meaningful curriculum and promoting children and young people's health and wellbeing.

Examples that schools may draw on include:

- in primary schools including primary and through-school special schools groups organised according to full-class sizes. Where staffing within the school allows it, schools may consider altering class sizes and composition to intensify support for children and create more space;
- for young people in secondary mainstream and special schools, consideration may be given to keeping pupils in the same groupings across the curriculum. Where possible, consideration may be given to teaching whole/ half year group blocks in as close to tutor group sections as possible while the guidance on “minimising contacts” is in place; and
- for those young people in the senior phase where consistent groups cannot reasonably be maintained, schools will wish to consider the most appropriate delivery and timetabling models to keep mixing of young people to the minimum necessary while ensuring a full range of subjects can be offered. One option may be working together in a group for extended blocks of time. Another may be for the senior phase to be considered as a group in and of itself, with senior pupils kept away from other age groups where possible.

Where staffing within the school allows it, schools may consider altering class sizes and composition to intensify support for young people and create more space.

Schools may also wish to consider other ideas such as timetabling in double periods (or more) to minimise contacts if this is practical or achievable in their context..

The practical and timetabling challenges of these approaches, particularly in secondary schools, are recognised. The variation in size, context and physical structure across schools is also recognised. If groups cannot reasonably be maintained, or if groups require to be larger in size with some mixing permitted, the application of other risk mitigation measures becomes even more important.

Mitigations should be considered as part of risk assessments and may include:

- ensuring access to hand washing stations or hand sanitiser whenever children and young people move between groups;
- minimising frequency of change of groups for children and young people in a day;
- arranging for staff to move to class groups (as opposed to vice versa); and
- encouraging distancing where possible when in different groups (in secondary schools).

Passing briefly in the corridor or playground is considered low risk, but risk assessments should consider the ways in which busy corridors, entrances and exits could be avoided, and could include one way and/or external circulation routes.

It is important to emphasise that both the approaches of maintaining distance between young people (in secondary schools) and the use of groups are not all-or-nothing approaches, and will bring public health benefits even if logistics mean they can be implemented only partially (e.g. with groups maintained for the majority of the day but some limited mixing into wider groups permitted for specialist subjects or transport, etc.). Schools should apply proportionate, risk-based approaches to implementation of distancing and the use of groups.



## 6.3 Dining Arrangements

There are three proposed menu models covering each educational setting; Early Years settings, Primary, Secondary and Special schools. All models are designed to ensure a high-quality catering service can be provide in a safe manner whilst also ensuring the service can provide a nutritionally balanced offer to all pupils. Meals would be ordered online in advance, and contactless payment vis Parent Pay will be the method of choice for those not in receipt of universal free meals.

Children can still bring in packed lunches and secondary school children from S4-S6 will be allowed to leave the school premises during their lunchbreak.

### 6.3.1 Early Years

A single choice hot main course will be offered to all EY settings, or the choice of a packed lunch. These lunches can be served in a “family service” if requested.

All meals would be served in disposable packaging with disposable cutlery, so any contamination risk is minimised. Note all products will be recyclable/ compostable if possible.

Meals and snacks are free for children in EY settings.

### 6.3.2 Primary

The proposed menu would consist of a meat, fish or vegetarian sandwich, fresh cut fruit and vegetable pots, a hot soup/hot/cold pasta or rice pot (mirrored to the option available to P4-P7’s yogurt and water/milk cartons).

The packed lunch menu is now available on Parent Pay to book and will run from August to October, with the intention to return to the standard menu at the end of the October break.

The menu and allergen info has now been posted on the council website showing parents the offer available to pupils (please note PPP schools will follow the same menu)–

<https://www.edinburgh.gov.uk/downloads/download/12852/primary-school-lunch-menus-with-nutrition-and-allergen-information>

All meals would be served in disposable packaging with disposable cutlery, so any contamination risk is minimised – the use of shared water or milk jugs should be discouraged at this time as any reusable option could potentially increase the contamination risk with equipment and cutlery returning to kitchen. At this time salad bars and fruit bars will not be used.

Kitchens will be undertaking additional cleaning protocols and will be ensuring staffing work in designated areas to minimise any contamination.

Pupils will be encouraged to wash hands prior to eating.

Staggered lunches are likely to be required to ensure a smooth service and avoid overcrowding in playgrounds, maintaining social distancing within groups.

All packed lunches will be served in the classrooms, and older children will be encouraged to wipe down their desks after use. Lunches may be served in an outdoor space (if weather allows).

### 6.3.3 Secondary

A limited choice menu will be provided, to allow for reduced kitchen staff (due to physical distancing requirements) and increase service speed. The hot main course will be altered to a hot snack that can be served in disposable packaging. To improve lunch service speed, meal deals will be promoted with all items included in a bag. There will be a return to disposable consumables alongside menu development.

Secondary school service model has more challenges and many service options need to be considered as school design makes a single approach difficult. Where dining rooms are still available pupils will be served in that setting. Staggered lunches will be the norm to allow handwashing for children, adhere to social and physical distancing, and allow time to clean and sanitise the dining hall tables between services. Where dining halls are not available children will be seated in classrooms or in an outdoor setting if available/ appropriate.

#### Service considerations

- Service flow to be clearly marked and signage clearly available. The school should work with catering supervisor to facilitate this and provide hand sanitiser stations at the entrance to the canteen for use by pupils
- When at service points when pupils paying using fingerprint or pin number catering staff member to step back from till point. Anti- bac wipes will be provided for use at pre-order kiosks, till points and readers. Catering staff will also increase the frequency of contact point disinfection.
- Pop up service points could be created to enable additional pick up for pre order service and could be allocated by year group to control queues.
- Seating in other areas of school could create reduced requirement for sittings. i.e. dining in class
- Sittings require sanitising of table between pupils. In some schools where dining service is limited a class drop or mobile pick up point for meals may need to be created to ensure a manageable number of pupils are in the dining hall at one time. Schools may wish to adopt a staggered lunch collection time based on year groups to manage social distancing and avoid the risk to many pupils leaving the building to pick up meals elsewhere
- In some schools the use of Perspex screens in service points or tills may need to be used
- Morning breaks/Breakfast – important services in secondary schools as this could possibly be the first meal of the day.

#### AM Service

Please note some schools may choose not to offer an AM service during the first few weeks of term, please discuss at a local level

- Time constraints of morning break make the service challenging but the key point to establish is to keep the products limited to improve speed of service. (relaxation of new food standards)
- Morning break service needs to be fully pre-packaged.

### 6.3.4 Special Schools

The proposed menu would consist of a meat, fish or vegetarian sandwich, fresh cut fruit and vegetable pots, a hot soup/hot/cold pasta or rice pot (mirrored to the option available to P4-P7's yogurt and water/milk cartons).

Delivery to classrooms to maintain social groupings or staggered lunch sittings in dining hall. Staggered lunches will be the norm to allow handwashing for children, groupings to remain socially distant and allow time to clean and sanitise the dining hall tables/classroom before and after lunch.

## 6.4 Transport

The latest advice treats school transportation as an extension of the school estate, and therefore requires no physical distancing on dedicated school transportation. Flexibility based in transmission levels in local community is required; this could result in introduction of face coverings and/ or physical distancing if prevalence increases.

Important mitigations include: hygiene, ventilation, improved cleaning regimes including regular and thorough cleaning of surfaces, and regular handwashing.

FAQs in regards to transport are regularly updated, and can be found here

<https://www.edinburgh.gov.uk/support-pupils/school-transport/1>

All designated school buses will provide hand sanitiser for pupils utilising the service, to be used before and after embarking on vehicle.

### 6.4.1 Public Transport.

Where public transport is required for children to attend school, the general advice and guidance from the Scottish Government and Transport Scotland should be followed. This currently includes the mandatory use of face coverings and physical distancing where possible

Children traveling to school using the Scholar Pass on Lothian Buses are now allowed to travel between 7am and 8pm to allow for flexibility in school opening hours. Hand sanitiser will be provided to all pupils alongside their Scholar Pass.

### 6.4.2 Safe Spaces for People

The Safe Spaces for People Programme is designed to provide increased opportunities for pupils, parents and staff to walk, cycle or wheel to school. As such, the increased levels of safety and security provide pupils with access to Safe Routes to school without depending on the use of coaches. For example, 2 coaches were previously commission to transport children from Leith to Holyrood High School on the grounds of safety. The implementation of Safe Spaces for People Programme will mean that pupils will be able to walk, cycle or wheel to school while reducing the volume of coaches at the school site



## Section 7 – School Renewal Planning

### 7.1 The Themes



All schools are developing School Renewal Plans with health, safety, wellbeing and resilience as the solid foundations from which all other work is based.

All School Renewal Planning is developed from a clear Needs Analysis Audit and Action Plan for each of 5 Key Themes. It takes place in two phases (by June 2020 and by September 2020) and is supported by the collegiate Working Time Agreement in the second phase.

Phase 1 of Renewal planning, to support the return to school, will focus on themes 1 & 2:

- Health and Safety and
- Transitions

Phase 2 of Renewal Planning will focus on themes 3,4 & 5 and will include the WTA

- Wellbeing and Resilience
- Teaching, (Blended Learning) and Assessment
- Equity, Inclusion and Equalities

### 7.2 Theme 1, Health and Safety

See School COVID Operational Risk Toolkit and Risk Assessment (Appendix 1)  
Refer to Section 5 for all enhanced Hygiene Measures

All Schools have set up a Health & Safety working group, if not already in place, to ensure a collective responsibility in supporting this theme. This comprises SLT, including the Business Manager, staff representatives (teaching and non-teaching) and Facilities Manager.

At Local Authority level, relevant partners will provide support to schools, as required, eg Corporate Facilities Management, Procurement, Health & Safety and Human Resources.

All school staff will have to confirm they are familiar with Test and Protect strategy. Staff who develop symptoms of Covid-19 must stay at home, self-isolate and complete the appropriate form.

In terms of access to testing for staff - The Scottish Government testing programme has been extended and is available to all key workers who develop symptoms and need to self-isolate, or to any members of their household who are symptomatic. This programme covers all Local Government key workers and operates separately from the existing NHS testing programme, which supports testing for colleagues in health and social care. You can read [further information about testing](#) on our website, including [guidance on how to do a referral](#), regardless of the test route.

Staff should be aware that they may be asked to self-isolate on more than one occasion.

Testing is only effective if it's done within 48 to 72 hours of symptoms developing. So a referral needs to be made as soon as the individual becomes symptomatic or it won't work, and the referral won't be accepted.

School leadership teams will aim to minimise the operational impact of individual or groups of staff being required to self-isolate and will have business continuity plans to mitigate the risk

### 7.3 Theme 2, Transitions

All schools planned and delivered virtual transitions for learners. Enhanced, onsite transitions were available for learners with specific additional support needs. *See appendix 4 for details.*



## 7.4 Theme 3, Wellbeing and Resilience of the Learning Community

It is assumed that all schools and settings will adopt nurture principles, as detailed in Appendix 2.

A health and development framework has been developed to support the needs of staff, pupils and families, ensuring appropriate support mechanisms are in place for all. In line with School Renewal Planning Theme 3, support all schools to conduct a Needs Analysis of Wellbeing and Resilience of learners and staff

Further reading can be found in the following links:

[Guidance for Self-Evaluation during the COVID -19 pandemic](#)

[Guidance for planning health and wellbeing: Edinburgh Learns Health and Wellbeing Strategy.](#)

### 7.4.1 Health and Wellbeing of Pupils

During the lockdown establishments continued to work collaboratively with partners to support the health and wellbeing of children/young people. As we look forwards to the return to school buildings, the health and wellbeing of children/young people and staff is at the centre of Renewal Planning

The experience of lockdown for our children and families varied greatly. For some it allowed people to spend 'quality time' together and reconnect as a family. Most of our children encountered positive interactions with siblings and parents, many of which reaffirmed family bonding and relationships. However some young people experienced poverty and stress. They may have seen family members experience domestic abuse, become ill, or worse. They might have had little chance to play outside and more than a few may exhibit the signs of stress or distress.

Each person's experience has been unique, and our schools need to be prepared to accept children and young people where they are now, not where they left them in March. School staff can't change what children and young people have experienced, but they can help them make sense of it.

We know that many children/young people will be returning to school with a range of emotions. Some may be a little bit wary, others excited and many not sure what to expect. All adults should recognise the need to support both their own health and wellbeing and that of the children they work with. They should model positive, calm behaviour and promote self-care. Rebuilding familiar routines and rituals within the school and classroom will be essential and will help children/young people feel safe and nurtured. However, the most effective and least intrusive intervention is for children/young people to be supported by an adult who knows them well. This should be the primary focus of all staff working in schools.

To ensure our children/young people are in the best place to access learning, we must support their health and wellbeing. The four key facets of this support, included in our Renewal Planning, are to ensure all staff;

- **Reconnect relationships** - supporting the re-establishment of peer to peer and adult to children/young people relationships
- **Acknowledge experiences** – being curious, acknowledging feelings and reactions and creating time and space for dialogue
- **Create a nurturing environment** - the 6 nurture principles should be used to underpin the approach to school life and learning

- **Support our learners to build resilience** – the four contexts for learning should support children/young people to build resilience.

Advice, guidance and resources to support each facet can be found on SharePoint (Edinburgh Learns at Home, Guidance).

Schools are not starting from zero and should continue to use the range of resources and supports they found to be effective before lockdown. The Wellbeing Indicators are our constant definition of wellbeing and reflective questions have been designed to support staff to identify health and wellbeing priorities within the current context.

Building on our strengths with community partners will be a vital part of renewing the holistic offer around health and wellbeing and this should be a priority for all schools

### **Supporting children and young people with additional support needs**

Support for vulnerable children in mainstream schools will continue to be prioritised. The ASL Service and Psychological Services will continue to work with schools and third-sector partners to support planning for children at Pathways 1 and 2, who are supported in school, including those requiring Additional Support for Learning and English as an Additional Language Support.

For children at Pathway 3, who are supported out of school, a range of supports will continue to be available. These include Inclusion Support Team locality supports for children and young people at risk of exclusion including Forest Schools and Outdoor Learning offers; Early Years support for children in Early Years settings and support for children and young people with sensory support needs and complex healthcare needs.

Mainstream schools will meet with ASL Service Leaders to plan these supports so that they are in place for schools reopening and will continue to review and monitor them in line with national and local developments.

The ASL service developed the Inclusive Practice Checklist checklist and briefing on inclusive practice renewal in June (Appendix Six) which was delivered to SLT and ASL Team Leads in education settings. Through this, all schools and early years settings were briefed prior to the end of term on how to ensure that their preparations were focussed on supporting children and young people with additional support needs who make up around 30% of the school population. An audio ppt to share with staff in schools to support inclusive practice has also been shared with SLT in schools.

Risk Assessments to support individuals with additional support needs have also been shared with education settings. The ASL service and Psychological Services have developed online CLPL for staff to support inclusive practice training needs and this will continue to be developed over the course of next session. Our Inclusion Hub continues to be the central point for sharing of information and resources and is updated regularly in line with Scottish Government guidance. When school staff return, if they have any concerns about a particular pupil the child's school will be in touch with parents/carers directly to discuss how best to support their return to school. The ASL Service and Psychological Services will work with schools to plan supports for children with more complex needs, involving third-sector partners as required. In line with Peripatetic Guidance (Appendix 8) this will be required to be delivered in a different format.

Parents will be included in the planning process for their child. It is essential that all planning includes parents and is led by the child's school.

## **7.4.2 Health and Wellbeing of Staff**

In School Renewal Plan for Theme 3: Wellbeing and Resilience, planning will be detailed for the whole school community and will be supported by the Working Time Agreement.

This is a difficult time for staff, juggling personal circumstances as well as adapting to new ways of working, which can cause a range of emotional issues. The City of Edinburgh Council recognises this and urges staff to speak to their line manager if they are experiencing any difficulties.

Trade unions offer a range of Health and wellbeing support for members that can be accessed through local reps and secretaries.

The Council's intranet, "The Orb", features a Health and Wellbeing page where staff can access a host of support services including financial wellbeing.

In addition, school staff have been able to access training 'Moving on, coming together: focus on our wellbeing' to support their own health and wellbeing, provided by the HWB team. A recorded version of this will also be available to staff. In addition the Mental Health and Wellbeing 40 Top Tips for School Staff is available on Sharepoint.

## **7.5 Theme 4, Teaching Learning and Assessment**

Although schools are returning at 100%, the need for contingency planning remains. All schools are continuing to prepare their plans for Digital and Blended Learning. These are influenced by how much digital learning is already embedded in practice, with a view to continuing to develop this, regardless of the attendance model in place.

All schools have identified a senior leader with responsibility for Digital Learning. This person will link with the QIEO (Digital) in a dynamic and practical series of workshops and conferences over the session, ensuring that digital learning continues to develop.

Particular consideration is being given to safeguarding and ensuring that learners who do not have digital access or devices are not disadvantaged. Blended Learning Plans take account of traditional and Outdoor Learning.

### **7.5.1 Adaption to School Return**

As children return to school, the initial focus will be on Health and Safety awareness measures and ensuring that pupils are re-engaging positively in their new environment, rebuilding relationships with peers and staff.

Primary children will focus on literacy and numeracy alongside Health and Wellbeing for the remainder of the first term. Outdoor learning will be utilised whenever possible.

Secondary pupils will continue to study all curriculum areas although timetables will be amended to minimise the different groups of people taught in one day, and practical subjects may be limited at the beginning of term. Outdoor learning will be utilised whenever possible.

Children and young people in Special Schools will focus on health and wellbeing, literacy and communication and numeracy. This will be built around the skills framework within each school. Secondary-aged pupils in special schools will continue to study across a wider range of subjects although timetables will be 'blocked' as far as possible to minimise interactions between different groups of staff and pupils. Outdoor learning opportunities will be a key feature of the school day where this can be achieved within school grounds.



## **7.5.2 Raising Attainment and Achievement**

### **Broad General Education**

Predictions about pupils' attainment levels up until March 2020 were used to estimate attainment prior to lockdown. Progress through Curriculum for Excellence levels since that point will be established as soon as possible when learners return to school. The school tracking systems should be updated as a matter of priority. The local authority will require updated predictions on progress by November 2020. Schools will be required to draft plans to show how any gaps in learning will be addressed. This will include short, medium and long term targets.

### **Senior Phase**

Learners at this stage of their education will be particularly anxious about the impact of coronavirus. Estimated grades for exams in Session 19/20 may or may not lead to additional anxiety. Schools will be asked to detail how they will identify and support learners who are most negatively impacted by the pandemic. There is an expectation that supported study sessions will be organized at school level.

## **7.5.3 Children unable to attend school**

Digital Learning continues to be developed for children who are self-isolating (but otherwise well), the delivery model will depend on if it is an individual who is self-isolating or a class/ group of classes in the event of an outbreak occurring in a school. This model will also become the default model for any localised school closure.

## **7.6 Theme 5, Equity, Equality and Inclusion**

School Renewal planning for Equity, Equality and Inclusion is paramount in maintaining the progress that has been made in narrowing the poverty related attainment gap. All schools will self-evaluate, gathering data which enables planning, and recovery, for children and young people living in poverty and deprivation and in particular, those being supported by Attainment Scotland Fund (PEF and SAC). Schools will work with local authority officers to critically evaluate their planned use of PEF and ensure that it is used to support priorities for Renewal.

### **7.6.1 Ensuring Equity**

The social and economic impact of Covid-19 and the resulting school closures have seen an increased number of families experiencing poverty-related barriers and a huge variance in the engagement of families and learners with the home learning model. This has further magnified the need for the management of resources to support equity to include best value principles, and to ensure that approaches and interventions impact positively upon the outcomes for children and young people affected by poverty.

The current pandemic has led to an increase in the number of families undergoing financial difficulties. To quantify this increase, the correspondence received by City of Edinburgh council in relation to free School Meals on the first week in April was 302, in comparison to 30 for the same week the previous year. It is important to ensure that these families are able to access financial inclusion services.

Free school meal financial equivalents will continue to be given to families in the event of further localised school closures.

The strategic projects funded through the Care Experienced Fund such as Maximise, Forest Schools, Edinburgh Learns and MCR Pathways will continue as planned albeit in ways now tailored to meet the recovery phase.

## 7.6.2 Closing the Attainment Gap

The local authority has asked schools to plan how to meet key short, medium and long term outcomes. This includes how they will support equity cohorts through the delivery of targeted catch up provision to close the poverty related attainment gap. This is in line with the information in the PEF National Guidance (May 2020) about ways in which schools are empowered to make key decisions in relation to spend on staffing, ICT, and working with partners.

Within their plans for equity, schools refer to 5 Key Areas (Attainment, Attendance, Inclusion, Participation and Engagement) in order to ensure that improved outcomes and impact for those affected by poverty post-COVID-19 are targeted and measurable.

### Local Authority Level

Over the summer we identified non-engaging families and scoped how to begin immediate catch up work – this included support for school refusal, as well as literacy/numeracy support within Summer Hubs

For the first term we have identified 18 schools that are likely to benefit from further support in terms of increasing mental well being, and each of these schools will be provided with an Active Schools Co-ordinator to compliment the teaching staff and work with children to build up resilience. (Appendix 9)

### School level

Short Term (start of session 2020-21):

- The Senior Leadership Team and all teaching staff use data and other evidence effectively in order to identify the poverty related attainment gap post-COVID 19 across the school and for individual cohorts and areas of the curriculum, including instances where the lack of digital access has been an additional barrier for learners and families.
- Ensure that the planning of effective interventions and approaches, including catch up provision, is based on data and evidence.

Medium Term (during session 2020-21):

- Implementation and ongoing evaluation of interventions and approaches, including catch up provision, through managing resources to support equity of access to learning, attainment and achievement post-COVID 19, particularly for those affected by poverty.

Long Term (end of session 2020-21):

- Reduction in the poverty related attainment gap in literacy and numeracy as follows
  - [Table for Primary Table for Secondary](#)

## Section 8– What will this look like in each sector?

We know the best way to support children through change, uncertainty and adversity is through nurturing supportive relationships with skilled adults (Appendix Two: Principles of Nurture). We will promote a climate in which children and young people feel safe and secure; modelling behaviour which promotes effective learning and wellbeing within the school community and by being sensitive and responsive to each child's wellbeing.

These approaches are driven by the requirement to implement appropriate hygiene measures in schools to minimise the risks of infection and transmission and ensure they are safe places to be.

The expectations in terms of hygiene and travelling to and from school will be clearly communicated to families in advance of the return to school buildings. Inductions will occur for all pupils arriving at buildings, to help them understand new procedures.

All educational establishments will open to children from 12<sup>th</sup> August, however the first two or three days of week one will be an Induction period, with smaller groups in attendance, with the full 100% model resuming on 17<sup>th</sup> August at the latest.

### 8.1 Early Years

The use of outdoor space such as forest schools will play a pivotal part in how Early Years Learning is delivered.

Staff and children will form "groups" of no more than 30 children. Groups will remain in one area of the Building and have no interaction with other groups.

The early years building estate is comprised of a mix of closed classrooms and open plan buildings – which will result in a significant variation of capacities from building to building.

All children will be offered full day places, instead of half days to minimise infection spread.

In all Local Authority establishments, children will attend for 2 days a week (Mon/Tues or Wed/Thurs) for between 6-8 hours per day this would enable all children to achieve their entitlement of 600 hours Early Learning and Childcare.

A survey is being undertaken to identify the settings that can increase those hours and in some cases we will resume delivery of 1140 hours, where we have already started and where demand does not exceed capacity.

In partner provider nurseries, individual settings' capacity will be audited, with places targeted as those children entitled to funded ELC provision and vulnerable children. Significantly, a potential funding stream will be required to support and sustain the models of provision agreed.

Childminders continue to provide childcare for families as per the guidance from Scottish Government.

### 8.2 Primary Schools

Children in primary schools will remain in social groups based on class. The groups will remain consistent across the term and as far as is possible have no interaction with other groups. Groups of children will be supported by consistent teaching and support staff.

## 8.3 Secondary Schools

This plan will uphold the principles and expectations outlined in the national Strategic Framework and the Edinburgh Learns phasing delivery plan ensuring excellence in equity and attainment as set out in the NIF priorities.

Whilst prescriptive (metered) physical distancing has been removed, in order to achieve 100% attendance, older children will be asked to physically distance and reduce social interactions between pupils in different groups where possible. A number of measures under consideration are:

- Children/ Young adults remaining in same rooms where practicable and teachers move between classes.
- “big blocks” of learning for example a six-period day could become a three-period day
- Interdisciplinary learning within and across curriculum areas where appropriate.
- Planning for practical and non-practical subjects eg PE, Chemistry, Domestic Science etc.

### Children with Additional Support Needs:

- Additional space for those who rely upon the use of equipment, such as hoists, particularly where this provision is provided in a mainstream school setting
- Schools will cater for individual needs on a case by case basis particularly for children with severe and complex needs where handling and personal care is required, in line with legislative requirements

## 8.4 Special Schools

The impact of social distancing on children and young people with additional support needs can be significant and, in many cases, will be extremely challenging to implement. For this reason, the City of Edinburgh Council is adopting the same social “grouping” approach as Early Years; decreasing overall interactions and increasing hygiene measures.

Social Groupings will be organised by each school and formed according to the needs of the child/children.

Risk assessments already exist for children with more complex needs, including those with behavioural and emotional needs. These risk assessments have been updated as a matter of priority.

Timetabling and positioning for access to sensory equipment/resources are to be reviewed to incorporate increased cleaning regime

Where PPE is risk assessed as being required, all staff must be trained in how to put on and take off PPE.

## Section 9 – Contingency Model

The Scottish Government will take decisions based on scientific evidence and this plan has been prepared as per Scottish Government guidance for Phase 4, where the virus remains suppressed to very low levels and is no longer considered a significant threat to public health, but society remains safety conscious.

Whilst the Scottish Government have agreed that schools will return in August at 100%, the constant changing environment that living through a pandemic causes, has retained the need to have a number of contingency options.

These contingency plans consider the impact of physical distancing being re-introduced – with a specific focus on secondary schools as this seems to be the area of science that remains under constant review.

This contingency plan also allows the continued development of the digital learning model that will allow a seamless transition to At-Home learning should a local “lockdown” of a school or a community be necessary.

The 50% attendance, model takes into account 2-metre and 1-metre physical distancing.

It should be noted that the transition period to re-introduce a prescribed physical distance could take up to four weeks (where buildings need to be re-purposed).

As this is a contingency plan, a decision had been made to allow all buildings earmarked for additional school capacity to re-open as and when it is deemed safe to do so.

### 9.1 Contingency plan should physical distancing be re-introduced

This contingency model observes physical distancing requirements This phase encompasses a blended approach of in-school and home learning, balancing face to face teaching and completion of follow up tasks at home.

Delivery Phase Three	Early Years Settings	Primary Settings	Secondary Settings	Special Schools
<b>Staff Attendance</b>	All Staff in school			
<b>Pupil Attendance</b>	Operational Maximum whilst maintaining groups. Places allocated on rotational basis. Attendance focuses on entitlement for all children to receive 600 hours of ELC provision, and in family groups.	Primary school determine maximum pupil attendance whilst maintaining physical distancing Pupils attend on a rotational	Secondary schools will use all facilities available to them and the availability of support services such as transportation to determine max	Special schools will use all facilities available to them within school grounds Attendance will be in social groups Pupils will attend two days per week or four days per

		<p>basis across four days of the week with Fridays as home learning only.</p> <p>Attendance focuses on family groups</p>	<p>attendance achievable.</p> <p>Pupils attend on a rotational basis across four days of the week with Fridays as home learning only.</p> <p>Attendance focuses on family groups</p>	<p>fortnight with Fridays as home learning only</p>
<b>Key Worker Children and Vulnerable Pupils</b>	<p>When devising attendance, first priority will be given to vulnerable pupils and children of key workers when they have no other care.</p>			
<b>Home Learning</b>	<p>When children are not in attendance, staff may provide engagements activities to undertake at home, with a focus on creativity and active play</p>	<p>Blended learning will be the norm for all pupils. Direct teaching in schools will sit aside home learning that follows up on core in-school teaching.</p>	<p>In-home learning activities will be extension activities that link to the in-school experience</p>	
<b>Catering</b>	<p>Meal provision for eligible children attending nurse</p>	<p>Provision of a limited menu packed lunch menu (Soup/sandwich) for children attending schools. Meals may be hot or cold depending on the capacity and operation of kitchens and service areas at individual schools.</p> <p>School management will work with catering staff to agree arrangements for lunch service depending on the serving facilities at each school. For some settings that may mean staggered lunches in classrooms or using different areas for dining.</p> <p>Where registered for free school meals, and when pupils are not attending at school, an equivalent monetary payment will be made to parents.</p>		
<b>Transport</b>	<p>Liaison and planning with bus operators to agree maximum transport capacity on vehicles whilst maintaining social distancing.(See Appendix 5)</p> <p>Exploration of most efficient transport model to maximise school attendance (year-groups, geographical, families etc).</p>			

		<p>If risk assessments dictate, masks will be provided to children travelling on school buses. This can be enforced in the school bus user agreement.</p> <p>Travel numbers can be maximised by transporting family groups, where possible.</p> <p>Consultations with parents about them providing transport, where they can so buses can be prioritised for those with no option.</p> <p>Planning with schools to ensure transport operations correlate with the planned school day</p>		
<p><b>Curriculum</b></p>	<p>Heavily play based and focus strongly on outdoor learning and play</p>	<p>All schools required to review Curriculum Rationale (BGE) as part of Blended Learning Planning.</p> <p>Clear adherence to school values will remain and pupil participation encouraged.</p> <p>The focus of the in-school curriculum in the lower primary years should be strongly play and experience based and balanced with high quality direct teaching in key areas of Literacy, Numeracy and Health &amp; Wellbeing.</p> <p>In upper primary years, the in-school</p>	<p>All schools required to review Curriculum Rationale as part of Blended Learning Planning.</p> <p>Where possible, timetable harmonisation will be used to increase the breadth and capacity of teaching across schools</p> <p>Careful tracking of learning is needed to ensure that the teaching experience of pupils attending on different days remains consistent.</p> <p>Schools will maximise the use of the e-learning curriculum offer as well as direct teaching in school.</p> <p>Blended learning will be</p>	<p>All schools required to review Curriculum Rationale as part of Blended Learning Planning.</p> <p>The curriculum will focus on health and wellbeing, literacy and communication and numeracy. This will be built around the skills framework within each school.</p> <p>For all pupils, there will be a blended curriculum that will balance direct teaching in schools with time learning at home.</p> <p>Careful tracking of learning is needed to ensure that the teaching experience of pupils attending on different days remains consistent. Extended use of digital learning will continue as appropriate to</p>

		<p>curriculum will focus on focused quality teaching experiences in the core areas of Literacy, Numeracy and Health &amp; Wellbeing.</p> <p>For all pupils, there will be a blended curriculum that will balance direct teaching in schools with time learning at home.</p> <p>Outdoor learning opportunities will be maximised</p>	<p>the norm for pupils with direct teaching on certain days alongside home learning and engagement with online e-learning content.</p> <p>Outdoor learning opportunities will be maximised</p>	<p>learners' needs, to support continuity in learning in event of outbreak or lockdown.</p> <p>Outdoor learning opportunities will be maximised</p>
<b>Cleaning</b>	<p>Existing robust daily building cleaning routines will be maintained in all educational settings</p> <p>Electrostatic Fogging cleaning regime in place</p>			
<b>IT and Technology</b>	<p>Audit current availability of staff. Identify gaps for purchase of devices and opportunities for CLPL. Create a strategy paper for EY.</p>	<p>Audit of devices to ensure suffice for needs, and flag any issues, further devices needed.</p> <p>Ensure a robust support infrastructure is in place.</p> <p>Start delivery of the longer term solution for digital devices for learners and teachers</p>		
<b>Inclusion and Wellbeing</b>	<p>Any existing or newly- identified needs will be supported in line with the Early Years Staged Intervention Framework.</p> <p>Wellbeing/mental health support will be provided, as required to any</p>	<p>Data regarding vulnerable pupils gathered during the lockdown will be shared with schools and assimilated into the Staged Intervention process. Support plans will be initiated or revised accordingly.</p> <p>Mental health and wellbeing support will be available through the Educational Psychology Service and other services.</p>		



	young children affected during the crisis by bereavement, emotional distress or any other concerns	
<b>Communications</b>	Establishments to develop a communication plan for the provisions of clear and consistent information in regard to attendance and blended learning arrangements. This will include clear information on establishment attendance days.	
<b>SEEMiS and Attendance Tracking</b>	Agreement to be reached about the implementation or delay of SEEMiS nursery attendance module. A system is to be in place to record and track the attendance of nursery children each day.	<p>Arrangements made to re-open schools on SEEMiS to allow conventional recording of attendance.</p> <p>Guidance provided on recording and coding attendance/absence during the phasing period.</p>

## 9.2 Phase Four – Long-Term Delivery

### Timescale to be Confirmed

Planning a fourth phase of delivery scopes how schools will move from a 50% model to 100% attendance.

All measures set out in this phase of the plan are indicative and wholly dependent on the government advice at the time. This phase will continue to be amended and updated as more advice is issued.

<b>Delivery Phase Four</b>	<b>Early Years Settings</b>	<b>Primary Settings</b>	<b>Secondary Settings</b>	<b>Special Schools</b>
<b>Staff Attendance</b>	All staff able to attend work including lessening of restrictions around notifiable health conditions and shielding requirements.			
<b>Pupil Attendance</b>	When assessments indicate that it is safe to do so and social distancing requirements are amended or relaxed, Numbers of children attending in nursery settings can be increased.	<p>When assessments indicate that it is safe to do so and social distancing requirements are amended or relaxed, Numbers of children attending school settings can be increased.</p> <p>As attendance increases, the balance of blended learning will be adjusted accordingly.</p> <p>As long as it's required, Test and Protect measures will be followed for the school population.</p>		

<b>Key Workers and Vulnerable Pupils</b>	<p>The need for dedicated provision for children of key workers will be reduced as attendance regularises.</p> <p>Educational centres will continue to support vulnerable pupils and their needs will be integrated into regular provision.</p>	
<b>Curriculum</b>	<p>The Early Level curriculum will continue to have a strong focus on play and experiential learning. The curriculum offer will evolve back to more regular delivery but will hold on to aspects of innovative and new practices developed during lockdown.</p>	<p>As curriculum delivery returns to more conventional approaches, the aspects of innovation and best practice developed during lockdown should be maintained, especially where that involved flexible online learning and increases in equity of provision.</p> <p>As regular school attendance increases, the balance of blended learning will decrease accordingly, and pupils will return to greater levels of in-school learning, however extended and embedded use of digital learning will continue – this to as risk mitigation for future outbreaks or lockdown</p>
<b>Inclusion and Wellbeing</b>	<p>All pupils with additional support needs will be supported in line with the framework.</p> <p>Support for wellbeing and mental health will continue to be available from support services, as required.</p>	
<b>Home Learning</b>	<p>Where nursery-age children have been identified as needing to continue in long-term shielding, regular contact with home will continue to be provided by their nursery worker.</p>	<p>Home learning will gradually be stepped down as children increase their time in school.</p> <p>Resources developed for home learning should be retained and used where it can support children with interrupted learning or who have difficulty attending school.</p> <p>Where children have been identified as needing to continue in long-term shielding, home learning will continue to be provided by their teacher.</p>
<b>Transitions</b>	<p>As plans move forward for 2021, arrangements for transition for the next academic year expect to return to previous arrangements.</p> <p>Where a child has had to shield for a long period of time beyond the school re-opening date, transition arrangements for return will need to be made when it safe to do so.</p>	
<b>Transport</b>	<p>Transport only provided where it would normally operate for specific</p>	<p>School transport services will begin to relax social distancing requirements when advice indicates it's safe to do so and</p> <p>increased numbers of pupils will be allowed on vehicles.</p>

	circumstances and by prior agreement.	<p>The requirement to wear masks on buses will be relaxed.</p> <p>Taxi and small vehicle transport will be able to return to normal.</p>
<b>Catering</b>	Meal provision for eligible children attending full-day nursery sessions.	<p>Kitchens and dining areas will open up more fully as social distancing requirements are relaxed. This may change operational arrangements in individual schools.</p> <p>As kitchens return to normal operation, menu choices will be reinstated, and hot meals will be provided more widely.</p>
<b>Cleaning</b>	<p>Cleaning routines will begin to return to regular patterns but is likely to retain need for frequent cleaning of contact surfaces.</p> <p>Advice will be considered in relation to any further requirements for additional cleaning.</p>	
<b>IT and Technology</b>		<p>As attendance increases and the need to participate in blended learning is reduced, school will gradually call back in IT equipment that has been loaned to learners and families and this will be returned to its original base.</p> <p>There may be need for some long-term access to IT for children requiring to shield for an extended period.</p> <p>A bank of computers should be retained for distribution to children needing to isolate under Test and Protect arrangements, if they require it.</p>

## 9.3 Increasing Separation

The number of children and young people who can attend in-school learning is determined by the overall floor capacity.

### 50% at 2-metre distancing

The agreed metric of 4.7 square metres was used to help determine the maximum capacity of all spaces in establishments to comply with 2-metre distancing rules. This metric allows for circulation space in addition to the need to adhere to the 2m physical distancing rules.

Support was given to schools where there were particular issues in regard to physical distancing, in the form of a team of architects, estate planners and interior designers, to ensure capacity was maximised whilst adhering to guidance.

There is a significant variation of capacity in Primary and Secondary schools across the city, we have identified 22 schools that would require additional classroom capacity to accommodate 50% of pupils. An initial desktop analysis suggested 47 properties would be required for the contingency. More detailed assessment involving input from locality managers is ongoing with a focus on reducing the number of buildings required wherever possible. It is expected that an updated building contingency plan will be available week commencing 20. (These are outlined in Appendix 7)

There is a cost to repurpose these buildings into a classroom environment, and a lead time of up to 6 weeks to ensure all adaptations are made and meet all Health and safety guidelines and are fit for purpose.

For special schools where the Scottish Government guidance on re-opening schools indicates that exceptions to the physical distancing rule are permitted due to the needs of learners, there will be 50% of children in the school at any one time.

### 50% at 1-metre distancing

The reduced distance of 1 metre physical distance does not automatically double the capacity of each classroom.

The agreed metric of 2.3sqm was used to square metres was used to help determine the maximum capacity of all spaces in establishments to comply with 1-metre distancing rules. This metric allows for circulation space in addition to the need to adhere to the 1m physical distancing rules.

By reducing the physical distancing to 1-metre, there are very few secondary schools that would have the need to repurpose buildings, and could instead repurpose existing rooms in school state to accommodate any classes of over 27

However, to offer a full curriculum there may be a preference for some schools to seek alternative accommodation.

## 9.4 At Home Learning

This will complement and support the learning that takes place in school. Teachers who are attending school buildings will be teaching smaller groups of children, so will have less time to directly teach groups who are learning at home. Staff that are unable to attend school buildings will have a key role in supporting at home learning.

The City of Edinburgh Council will continue to support families through provision of iPads and My-Fi dongles where appropriate.

## 9.5 What is Blended Learning

Blended Learning can be defined as a mix of traditional and digital technologies that are blended together in a way that helps learners to learn more productively. There are various models of blended learning that education systems use such as:

- Flipped Classroom—Core content is learned online outside of class time and then learners participate in activities in class to reinforce and deepen their learning.
- Enriched Virtual Model—Online courses and electronic platforms drive learning. Customised, face-to-face support is arranged.
- Flex Model - most teaching happens on-line with teacher as facilitator.
- Self-Blend Model—Learning is entirely online. Learning is selected by the learner and undertaken in their own time and at their own pace.

Whatever model we choose, being responsive and agile is critical as our models for school attendance continue to change.

### Blended Learning in our context

As we return to school, we will want to ensure that children and young people settle into their new ways of working as confidently and effectively as possible so that all learners have the same opportunities to progress and succeed. We are all aware that it will be of paramount importance to build relationships with our pupils and ensure they feel safe and positive in moving forward. Tom Sherrington's article 'rebuilding teacher routines' highlights just that. Re-establishing teacher routines and re-igniting successful and familiar teaching and learning strategies will be a key part in all of this. Sherrington also points out that whatever the anxieties we have as teachers surrounding course completion or gaps in learning it will be essential to stress to pupils that it will all be fine, everything is salvageable, and anything is possible. So how do we go about this with the mixture of online and in class teaching?

### Four Guiding Principles

- Plan for progression
- Share the purpose of learning
- Guide student learning
- Review the learning

### What are the benefits of using a Blended Learning Model?

Practitioners that have used a Blended Learning Model have highlighted many benefits of use for both pupils and teachers including:

- Differentiation - Aids differentiation as pupils can work at their own pace and have access to materials to review key messages as and when they need
- Formative Assessment for Learning - Provides opportunities for personalised feedback and regular formative assessment through the use of both digital tools and in class teaching techniques. Can increase participation in discussion and encourage pupils to ask questions that they may not feel confident about asking in the classroom
- Leadership of Learning - Encourages students to be leaders of learning and develops skills of metacognition and self-review

- Skills - Can give opportunities to developed higher order thinking skills and give teachers the ability to spend longer on developing key creativity skills such as problem solving i.e. using a Flipped Classroom Model. Read more in our [Blended Learning Renewal Planning Resources pack](#).


## Blended Learning and the Four Guiding Principles

The Four Guiding Principles of effective teaching and learning - **Plan, Share, Guide and Review** do not change whether teaching in class only, teaching remotely or carrying out blended learning. However, there may be certain aspects of the Four Guiding Principles that you wish to consider more fully when using a blended learning model.


EDINBURGH LEARNS BLENDED LEARNING

# 4 PRINCIPLES FOR EFFECTIVE TEACHING & LEARNING

**This document accompanies the overarching [Teaching and Learning Guidance](#). These two documents work in partnership to support high quality learning, teaching and assessment.**


INTRODUCTION 

## 1 PLAN




- ◆ Use your knowledge of the learner journey to set the long-term learning goals and timeframe to achieve these.
- ◆ Identify the key learning/non-negotiables on the journey.
- ◆ Define the [threshold concepts](#) and assess [prior knowledge](#) to identify a starting point.
- ◆ Plan [formative assessment](#) opportunities (for home and school) to inform appropriate next steps in learning.
- ◆ Plan opportunities for [outdoor learning](#) as appropriate.
- ◆ Where possible, have dialogue with colleagues to moderate blended learning, teaching and assessment.

## 3 GUIDE




- ◆ Sequence and chunk learning using a mix of remote ([digital?](#)) and face-to-face learning, and provide learners with opportunities to practise each of the steps.
- ◆ Model the learning to reduce the cognitive load e.g. using [live modelling](#), [What a Good One Looks Like](#).
- ◆ Provide appropriate scaffolds to support learners through the cognitive apprenticeship e.g. [CPA and Fading Out](#), [PACE grids](#), [tiering](#), [scaffolding in written tasks](#).
- ◆ Use [questioning](#) to deepen thinking and check for understanding.
- ◆ Encourage [collaboration and discussion](#) amongst learners where possible.

## 2 SHARE



- ◆ Share the big picture with learners. Refer to it regularly to allow them to see how their current learning fits in to the longer term plan.
- ◆ Share clear [learning intentions and success criteria](#) with learners to allow them to [self regulate](#).
- ◆ Be clear on the format of how the learning will take place e.g. over the week, at home, in school etc.

## 4 REVIEW



- ◆ Embed [formative assessment](#) techniques in remote and face to face learning to help inform next steps ([digital review?](#)).
- ◆ Teach self-assessment techniques so learners can assess their progress against success criteria.
- ◆ Incorporate plenty of confidence-building low-stakes [retrieval practice](#).
- ◆ Use pupil voice to evaluate learning and adapt based on feedback (e.g. using Forms).

2

## 9.6 How will this look in each sector?

The expectations in terms of handwashing, physical distancing, and travelling to and from school will be clearly communicated to families in advance of the return to school buildings. Inductions will occur for all pupils arriving at buildings, to help them understand new procedures.

Classrooms will be redesigned to ensure there are 2m gaps between people (adults and pupils) in all directions, (this requires an allocation of 4 square metres per person) or 1m between people (adults and pupils) in all directions, (this requires an allocation of 2 square metres per person).

In addition, it is necessary to allow some space for circulation around the room – normally calculated at 10-20% of total available floorspace. The revised capacities of classrooms have therefore been calculated based on an allowance of 4.7sq m / 2.35 sq m per person in each room or teaching space.

The City of Edinburgh Council strives to maximise the proportion of In-School learning. All children will start the year with an induction to ensure that everyone fully understands the new arrangements in schools to observe physical distancing.

Under 2-metre physical distancing – Schools that do not require additional buildings will be able to offer at least 50% of the school roll on two full days per week from the implementation of new rules. Where there is additional accommodation requirements schools would operate at 33% until building were ready for occupation, which at a best estimate would take up to four weeks.

Under 1-metre physical distancing all pupils will be able to attend two full days per week in every school. Headteachers will confirm specific details for their school as soon as possible to enable parents/ carers to plan ahead.

The length of school days on Mondays to Thursdays will be adjusted to ensure that each day represents 25% of the normal school teaching week, therefore the blended learning model, where children attend two days per week is the equivalent of half the normal school teaching week.

All special schools will offer a model of 50% attendance.

## 9.7 Early Years

Physical distancing with very young children is challenging to say the least, therefore the use of outdoor space such as forest schools will play a pivotal part in how Early Years Learning is delivered.

Staff and children will form “Bubbles” with a maximum ratio of 1 adult to 8 infants. Bubbles will remain in one area of the Building and have no interaction with other bubbles.

All children will be offered full day places, instead of half days to minimise infection spread.

In all LA establishments, children will attend for 2 days a week (Mon/Tues or Wed/Thurs) for between 6-8 hours per day, based on capacity of settings to have 1 adult to 8 children (aged 3-5) and 1:5 for 2-year olds and 1:3 for babies. In LA settings this would enable all children to achieve their entitlement of 600 hours Early Learning and Childcare. Once phase 4 is achieved and there is no physical distancing, families will engage with their previous offer of 600 hours or 1140 hours pattern of attendance. Settings will continue to phase in the provision of 1140 hours, where possible.

In partner provider nurseries, individual settings’ capacity will be audited, with places targeted as those children entitled to funded ELC provision, vulnerable children and children of keyworkers.

Significantly, a potential funding stream will be required to support and sustain the models of provision agreed.

Childminders will provide childcare for families as per current guidance.

## 9.8 Primary Schools

Children in primary schools will attend schools with the same group of children on allocated days. The groups won't be mixed up and will remain consistent across the weeks. Groups will engage in physical distancing as much as possible, supported by consistent teaching and support staff. Their environment and organisation of resources will support physical distancing.



### Primary Model

The **Universal Offer** irrespective of physical distancing measures in place, will see children divided into vertical groups, ensuring where possible siblings are in the same group. Staff teams consisting of teachers and support staff will be allocated to each group, who will each have a dedicated learning space.

Under 2 metre physical distancing, where schools can accommodate 50% of children without additional accommodation being required this will be introduced within one week of notification of changes, with a full Digital model being implemented in the interim period

In circumstances where additional accommodation is required, the Council aims to provide for 33% of the school roll to attend In-School learning within one week of notification, moving to 50% within 4 weeks as repurposing of buildings are completed..

Under 1-metre physical distancing all pupils will move to 50% model within one week.

If a targeted offer is required, this would offer full day provision Monday – Friday for the children of Key workers and vulnerable children identified through GIRFEC planning.



**Model for schools that require additional accommodation under 2 metre physical distancing**

In-school	Monday		Tuesday		Wednesday		Thursday		Friday	
Wk1	Digital Learning	Hub	Digital Learning	Hub	Group A	Hub	Group A	Hub		Hub
Wk2	Group B	Hub	Group B	Hub	Group C	Hub	Group C	Hub		Hub
Wk3	Group A	Hub	Group A	Hub	Group B	Hub	Group B	Hub		Hub
wk4	Group C	Hub	Group C	Hub	Group A (+c1)	Hub	Group A (+c1)	Hub		Hub
Wk5	Group B (+c2)	Hub	Group B (+c2)		Group A (+c2)	Hub	Group A (+c2)	Hub		Hub
Wk6	Group B (+C2)	Hub	Group B (+c2)	Hub	Group A (+c2)	Hub	Group A (+c2)	Hub		Hub

**Example model for schools that do not require additional accommodation under 2 metre physical distancing (and all schools under 1-metre physical distancing)**

In-school	Monday		Tuesday		Wednesday		Thursday		Friday	
Wk1	Digital Learning	Hub	Digital Learning	Hub	Group A	Hub	Group A	Hub	Digital Learning	Hub
Wk2	Group B	Hub	Group B	Hub	Group A	Hub	Group A	Hub	Digital Learning	Hub
Wk3	Group B	Hub	Group B	Hub	Group A	Hub	Group A	Hub	Digital Learning	Hub
Wk4	Group B )	Hub	Group B	Hub	Group A	Hub	Group A	Hub	Digital Learning	Hub

## 9.9 Secondary Schools

Within the structure of the Attendance Model, School Leaders are empowered to design and implement a blended learning plan to best fit the learning needs of the children and young people within their unique educational setting. This plan will uphold the principles and expectations outlined in the national Strategic Framework and the Edinburgh Learns phasing delivery plan ensuring excellence in equity and attainment as set out in the NIF priorities.

### Impact on Timetable:

- “big block” of learning for example a six-period day could become a three-period day.
- Interdisciplinary learning within and across curriculum areas
- Planning for practical and non-practical subjects eg PE, Science
- Flipped learning approach – self-directed learning or theory complete via remote learning, attend school for application of learning/practical elements

### Children with Additional Support Needs:

- Additional space for those who rely upon the use of equipment, such as hoists, particularly where this provision is provided in a mainstream school setting
- Cater for individual needs on a case by case basis and particularly for children with severe and complex needs where handling and personal care is required, in line with legislative requirements

### Secondary Model

The **Universal Offer** irrespective of physical distancing measures in place, all schools will need to move to a fully digital learning model Or be closed for up to one week to allow timetable and physical changes to school to be implemented.

Irrespective of the metre physical distancing, schools that can accommodate 50% of the school roll without additional accommodation will do so after one week.

Where schools require additional accommodation to enable 50% of the school roll to attend two days per week, our aim is to do so within 4 weeks, with a 33% model occurring after week one, until new property is available.

Under a 33% model, each school decides how each Group (A, B, or C) is formed and on a rolling pattern of attendance, e.g.

Vertical Split: S1-S6 into three populations eg population A would be 1/3 of pupils from S1-S6.

Horizontal Split: S1-S6 into three populations eg population A would be S1 and S2, B = S3 and S4, C = S5 and S6.

If a **Targeted Offer is required this** is full day provision Monday – Friday for the children of Key workers and vulnerable children identified through GIRFEC planning.

See sample pattern of attendance for Groups ABC below. Also note that as we move through recovery phases, timings of school days could change to include in-school provision on Friday mornings. However, this will be determined on a school by school basis.

Rolling Pattern	PATTERN 1	PATTERN 2	PATTERN 3
Week 1	See induction	See induction	See induction
Week 2	CCAA	ABCB	BCAB
Week 3	BBCC	ABCC	CABC
Week 4	AABB	ABCA	ABCA

### Example 1

#### Secondary Model for schools that require additional accommodation under 2-metre physical distancing

Note that this is a sample model only and each school will have their own schedules.

In-school	Monday		Tuesday		Wednesday		Thursday		Friday	
Wk1	Digital Learning		Digital Learning		Digital Learning		Digital Learning		Digital Learning	
Wk2	Group B	Hub	Group B	Hub	Group C	Hub	Group C	Hub	N/A	Hub
Wk3	Group A	Hub	Group A	Hub	Group B	Hub	Group B	Hub	N/A	Hub
Wk4	Group C	Hub	Group C	Hub	Group A (+c1)	Hub	Group A (+c1)	Hub	N/A	Hub
Wk5	Group B (+C2)	Hub	Group B (+c2)	Hub	Group A (+c1)	Hub	Group A (+c1)	Hub	N/A	Hub
Wk6	Group B (+C2)	Hub	Group B (+c2)	Hub	Group A (+c1)	Hub	Group A (+c1)	Hub	N/A	Hub

## Example 2

### Secondary Model Schools that do not require additional accommodation under 2 metre physical distancing and all schools under 1-metre distancing,

Note that this is a sample model only and each school will have their own schedules

In-school	Monday		Tuesday		Wednesday		Thursday		Friday	
Wk1	Digital Learning	Hub	Digital Learning	Hub	Group A	Hub	Group A	Hub	N/A	Hub
Wk2	Group B	Hub	Group B	Hub	Group A	Hub	Group A	Hub	N/A	Hub
Wk3	Group B	Hub	Group B	Hub	Group A	Hub	Group A	Hub	N/A	Hub
Wk4	Group B	Hub	Group B	Hub	Group A	Hub	Group A	Hub	N/A	Hub

## 9.10 Special Schools

The impact of social distancing on children and young people with additional support needs can be significant and, in many cases, will be extremely challenging to implement. For this reason, the City of Edinburgh Council is adopting the same social “bubble” approach as primaries; complying with physical distancing where possible and decreasing overall interactions and increasing hygiene measures.

Social Bubbles will be grouped by the school and formed according to the needs of the child/children.

Risk assessment already exist for children with more complex needs, including those with behavioural and emotional needs. These risk assessments have been updated as a matter of priority.

Timetabling and positioning for access to sensory equipment/ resources are to be reviewed to incorporate increased cleaning regime

Where PPE is risk assessed as being required, all staff must be trained in how to put on and take off PPE.

The model of attendance is based on 50% capacity.

**Universal Offer** – regardless of 2 metre or 1 metre distancing -each child will attend two full days per week either on a Monday/ Tuesdays or Wednesday/ Thursdays for each bubble group. In one school where the healthcare needs of the children are particularly complex, attendance will be based on 4 consecutive days every fortnight, to best meet their needs.

Fridays all children will be learning at home allowing opportunity for collegiate planning and monitoring/ tracking of progress.

**Targeted Offer** – Monday to Friday provision for children of key workers and those identified through GIRFEC planning.

	Learning Style	Monday		Tuesday		Wednesday		Thursday		Friday	
<b>Week one</b>	<b>In school</b>	Group A	Hub	Group A	Hub	Group B	Hub	Group B	Hub		
<b>Week one</b>	<b>At-Home</b>	Group B	Hub	Group B	Hub	Group A	Hub	Group A		Groups A&B	
<b>Week two</b>	<b>In School</b>	Group A		Group A		Group B		Group B	Hub	N/A	Hub
<b>Week two</b>	<b>At Home</b>	Group B		Group B		Group A		Group A		Groups A&B	

## 9.11 Childcare Implications

City of Edinburgh Council understand that any blended model will have childcare implications for the working population. A significant number of parents/ carers of primary children within the Local Authority will require childcare in order to return to work. This number includes Council employees servicing the schools (who do not have key worker status).

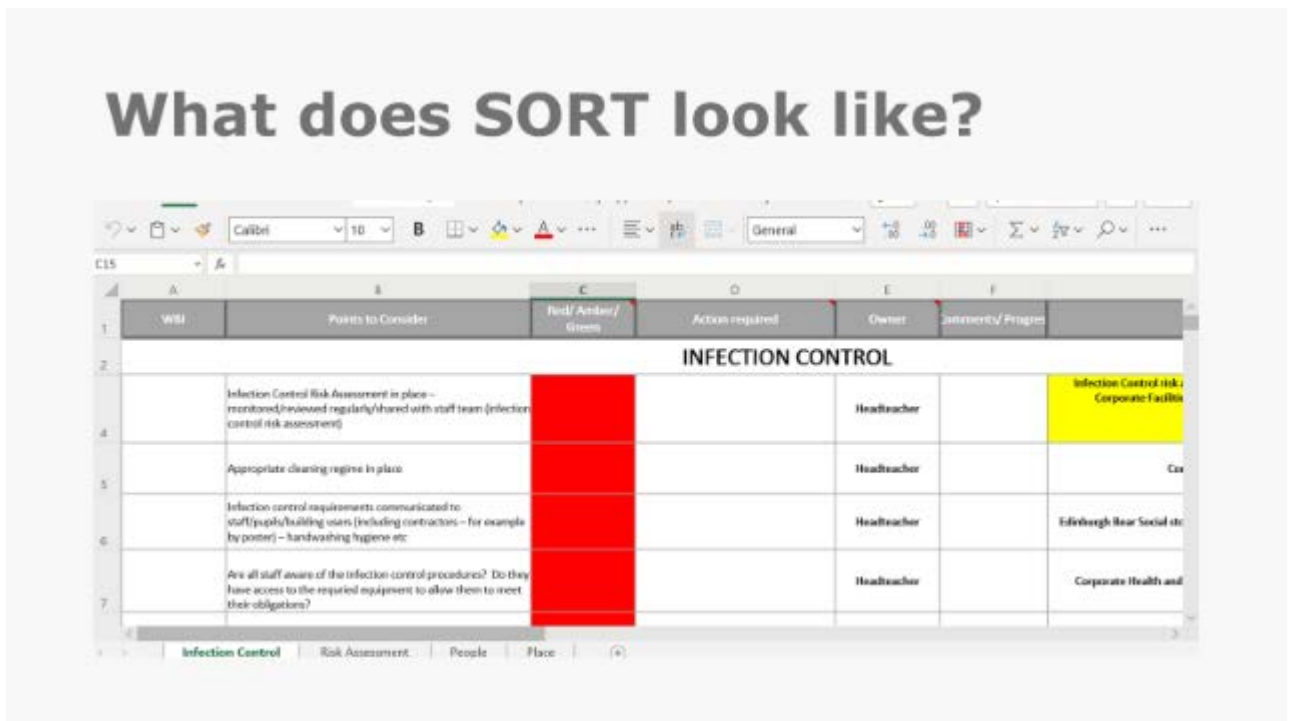
# Appendix One – Schools Operations Risk Toolkit

We have delivered full briefing sessions on SORT to all headteachers/business managers/early years colleagues, as well as that we are delivering a series of workshops where we work through SORT with colleagues. On an ongoing basis we develop FAQs from these sessions to provide even more guidance. We are also providing a recorded workshop and can deliver workshops during the Summer for any colleagues who wish to attend.

Each school has a health and safety working group – managing the risks/making this happen in a comprehensive way.

Continued debriefing throughout the response to continually reflect and improve/share good practice with others – we are developing a good practice zone in SORT where we can for example share schools (anonymised work) such as risk assessments.

We also have a formal risk escalation process for SORT.



# School Operations Risk Toolkit Renewal Planning

SCHOOL NAME

Renewal Plan Sample: School Operational Risk Toolkit (SORT)

Renewal Theme 1	Health and Safety	Overall Responsibility	HT
Outcomes	<ul style="list-style-type: none"> <li>By June 2020 school leaders and management teams will have a robust mechanism for the first phase of reopening schools in accordance with the <a href="#">Scottish Government's Strategic Framework for Reopening Schools, Early Learning and Childcare provision in Scotland</a> and the <a href="#">COVID-19 Framework for Decision Making</a>.</li> <li>By June 2020, school will have health and safety measures in place in order to operate safely and confidently, so all pupils can access learning for session 2020/21</li> </ul>		
NIF Priority:	<ul style="list-style-type: none"> <li>Closing the attainment gap between the most and least disadvantaged children and young people</li> <li>Improvement in children and young people's health and wellbeing</li> </ul>		
Care Inspectorate Themes	<ul style="list-style-type: none"> <li>Quality of care and support</li> <li>Quality of environment</li> <li>Quality of staffing</li> <li>Quality of management and leadership</li> </ul>		
Os/Themes	<ul style="list-style-type: none"> <li>Q1.1 Analysis and evaluation of intelligence and data</li> <li>Q1.4 Leadership and management of staff (all themes)</li> <li>Q1.5 Management of resources and environment for learning</li> <li>Q1.1 Safeguarding and child protection (all themes)</li> <li>Q1.3 Learning and engagement</li> <li>Q1.4 Renewal of potential barriers to learning</li> <li>Q1.7 Transitions (all themes)</li> <li>Q1.5 Ensuring wellbeing, equality and inclusion (all themes)</li> <li>Q1.2 Equity for all learners</li> <li>Q1.3 Creativity Skills</li> <li>Q1.5 Digital Innovation</li> <li>Q1.5 Digital Literacy</li> </ul>		

9

# School Operations Risk Toolkit Renewal Planning

Tasks	By Whom	Resources	Time	Progress & Impact
Schools should set up a H and S working group, if not already in place	<ul style="list-style-type: none"> <li>HT</li> <li>BM</li> <li>Staffing representatives, teaching and non-teaching</li> </ul>			
School leaders should be aware of the essential national and local advice and legislative requirements for reopening schools.	<ul style="list-style-type: none"> <li>School Leaders</li> <li>Corporate Facilities Management</li> <li>Corporate Procurement</li> <li>Corporate Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Link to national advice</a></li> <li><a href="#">Link to School Operations Sheets 300.xxxxxxx</a></li> </ul>	<ul style="list-style-type: none"> <li>From now</li> <li>Ongoing as advice is updated and shared</li> </ul>	
Take cognisance of the roles and responsibilities of School Leaders and others in relation to <b>Infection Control</b> and action in collaboration with other services in order to open safely.	<ul style="list-style-type: none"> <li>School Leaders</li> <li>All staff</li> <li>Corporate Facilities Management</li> <li>Corporate Procurement</li> <li>Corporate Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Link to SORT – Infection Control spreadsheet</a></li> <li><a href="#">ICS Infection Control</a></li> </ul>	<ul style="list-style-type: none"> <li>By June 2020</li> </ul>	
Take cognisance of the roles and responsibilities of School Leaders and others in relation to <b>Risk Assessment</b> and action in collaboration with other services in order to open safely.	<ul style="list-style-type: none"> <li>School Leaders</li> <li>All staff</li> <li>Corporate Facilities Management</li> <li>Corporate Procurement</li> <li>Corporate Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Link to SORT – Risk Assessment spreadsheet</a></li> <li><a href="#">SCS Risk Assessment</a></li> </ul>	<ul style="list-style-type: none"> <li>By June 2020</li> </ul>	
Audit the needs and requirements of the school's cohort (staffing, pupils, parents) so that school can identify its priorities for accessing a new model for learning.	<ul style="list-style-type: none"> <li>All staff</li> <li>Pupils</li> <li>Parents</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Link to SORT – Needs spreadsheet</a></li> </ul>		
Audit the needs and requirements within learning environments so that specific requirements are put in place that provide quality learning and teaching.	<ul style="list-style-type: none"> <li>All staff</li> <li>Pupils</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Link to SORT – Place spreadsheet</a></li> </ul>		

# **SORT Includes the following themes**



Infection Control



Risk Assessment



People



Place



## Appendix Two – Nurture, Adapt, Renew

### Nurture, Adapt and Renew

We know the best way to support children through change and adversity is through nurturing supportive relationships with skilled adults. When schools return on 11<sup>th</sup> August 2020, we will still be in a period of adaptation and renewal with a blend of school and home learning. It would be wrong to assume that children will pick up from where they left off. The nurture principles are a helpful starting point for meeting the needs of all children during this period of intense uncertainty and disruption.

#### Learning is understood developmentally

We must accept and welcome our children where they are at. Not where they were when we last spent time with them, where we would expect them to be for their age or where their peers are. The impact of school closures on children will be extremely individual and will have a variety of positive and negative effects. Knowing the child and offering them experiences which are appropriate for their developmental level is key here.

#### The school offers a secure base

The change, uncertainty and loss of school closures and the wider impact of Covid-19 on society will affect children differently depending on the balance of other protective and risk factors in their lives. Now, more than ever we need to ensure that our schools and settings offer a secure emotional base for children in which their social and emotional development is well supported. We have an opportunity here to support the mental wellbeing of our children and indeed see it flourish.

#### Nurture is important for wellbeing

On welcoming our children back to school, it will help to demonstrate that we kept them in mind while we were not together. Connections and relationships are still in place and can be renewed and strengthened. We have a golden opportunity to build resilience by modelling mentally healthy responses to the disruption and change whilst not minimising the adversities faced by some adults and children alike.

#### Language is a vital means of communication

Children will look to those around them for language to describe our shared experiences and also to understand and put into words their individual experiences. We need to think carefully about the words we choose to describe the changes we have all experienced and encourage children to use language to help understand what has happened to them and how they feel about it. We must refrain from putting words in children's mouths or assuming that our experience is shared by others.

#### All behaviour is communication

We are used to interpreting how children behave as communication and asking ourselves "*What is this child trying to tell me?*". We may observe some confusing or unexpected behaviours from children when schools return. It is important to remember that the child's behaviour makes sense to them given their unique experiences. It is our job to help work out what their behaviour is telling us and how best to support the child with what has happened to them.

## **The importance of transitions**

Transitions are important in the lives of all children. This is true of larger, more obvious transitions like moving from primary 7 to secondary school but also for smaller, less visible transitions. Most of us have experienced major transitions in recent months affecting work, home and social lives. Some children will cope with these transitions with minimal support. Others will find them intensely troubling. What will help is establishing and maintaining routines, as much predictability as possible, the use of familiar environments and experiences and transitional objects where necessary.

## **Our wellbeing affects the wellbeing of children**

We know that we can't keep pouring from an empty cup. In order to support our children and young people as best we can we need also attend to our own mental health and wellbeing. We have all experienced a protracted period of change, sometimes loss, and will continue to do so for the foreseeable future. It is essential we look after our own wellbeing by using colleagues and the wealth of Council supports. There is [wellbeing information](#) on our website for colleagues.

## **Compassionate understanding and practice offer the best conditions for child development**

When we practice compassionately, we are non-judgmental, we offer unconditional positive regard, we assume that people are doing the best they can in the circumstances they are in. We will need to practice our compassion by showing sensitivity to how any stresses and difficulty have affected those around us. This applies to children, colleagues and families. Not only do we need to try and take as compassionate an attitude as possible to others, we will need to demonstrate this by our actions and also apply this same compassionate approach to ourselves.

Aicha Reid CPsychol

Depute Principal Educational Psychologist

May 2020

## Appendix Three– Financial Implications

### Financial Implications

#### Schools re-opening estimated additional costs June - December 2020

#### 50% and 100% models

	50% - 2m	50% - 1m	100%	
Description	£m	£m	£m	Notes
Learning and teaching	8.1	8.1	8.1	Back-fill of learning and teaching staff due to COVID-19 related absence. Expected to be required in both models.
Learning and teaching (50% model only)	13.6	6.9	0.0	Additional learning and teaching staff to support the additional teaching spaces required and blended learning. Additional staffing requirement for 1m contingency model.
Digital inclusion	1.6	1.6	1.6	Additional devices for pupils in excess of the number funded by the Scottish Government digital exclusion initiative. Potential for further funding but not confirmed as yet
Facilities Management	5.0	5.0	4.5	Additional cleaning, net impact on school meals income and health and safety measures
Facilities Management (50% model only)	4.6	1.4	0.0	Additional cleaning, school meals and health and safety measures for 47 additional premises (2m model)
Home to school transport	0.0	0.0	0.0	Latest guidance on distancing is not expected to incur additional costs in 100% model. The 50% contingency models expected to be net cost neutral.
Summer hubs	0.3	0.3	0.3	Key worker and vulnerable children support over the summer holiday period
<b>TOTAL</b>	<b>33.1</b>	<b>23.3</b>	<b>14.5</b>	

## Schools re-opening estimated costs and funding - June to December 2020

	50% - 2m	50% - 1m	100%	
	£m	£m	£m	Notes
<b>Estimated costs</b>	<b>33.1</b>	<b>23.3</b>	<b>14.5</b>	Includes £1.6m for 4,150 devices. Potential for this to be covered from specific SG funding, to be advised
<b>Potential funding options</b>				
1,140 Early Years	10.4	10.4	10.4	Balance available having assumed 1,140 commitments are honoured, £1m investment in outdoor provision and £0.3m on ICT devices for staff
Pupil Equity Fund	0.6	0.6	0.6	To be agreed with schools
Scottish Government schools re-opening funding	3.5	3.5	3.5	£50m nationally, CEC share estimated at approximately £3.5m. Confirmation of amount and time period it covers to be confirmed
	<b>14.5</b>	<b>14.5</b>	<b>14.5</b>	
<b>Balance to be funded</b>	<b>18.6</b>	<b>8.8</b>	<b>0.0</b>	

### Note 1

The estimated costs cover the period to 31st December 2020 whereas the funding covers the period to 31st March 2021. Therefore, should the additional costs extend into the January - March 2021 period the 100% model could create an unbudgeted pressure for the Council and the contingency model pressures could increase further

### Note 2

All models include £8.1m estimated costs to back-fill COVID related staff absence. However, additional funding of approximately £5.3m is expected to be provided to appoint additional teachers and support staff. The guidance indicates these staff can be used to cover COVID-related staff absence which may result in the unbudgeted reducing.

## Appendix Four – Transitions

Schools and nurseries need to take account of the current pandemic context for children when planning transitions. Even where the experience of living for an extended period of time with their family has been a positive one, children may find returning to school and nursery life challenging, and there will be some children carrying the negative impact of family circumstances or confined social experiences. The traditional events and activities to support transitions cannot take place, therefore a different approach to transition is essential to support the wellbeing of our children as they move back into community life.

Given the pandemic lockdown, most transitions have taken place in a digital/ virtual environment. Some, but not all, children with additional support still will required a physical experience of a transition, (enhanced transition) to give them the extra help to make transitions successfully.



### 4.1 Early Years and Primary School Transitions

The chosen theme for Primary Transitions was Edinburgh Bear, this was a universal offer for nursery and P1 and culminates in a Bear Hunt Project this summer.

- Transition leaflet and letter to parents from the City of Edinburgh Council for P1 intake
- CLPL including **Realising the Ambition** podcasts with the authors of new national practice guidance
- Draft resources to support pedagogy, with solution-focused approach to ensuring quality within hygiene restrictions [sent to all HTs and available on EL tile]
- Enhanced transitions supported by Early Practitioners and supported by Assisted Learning Services for identified children
- Edinburgh Bear character transition stories to support children and families to understand safety routines in a positive way.
- Edinburgh Bear signage eg to support physical distancing Bear Hunt activities for P1 and nursery
- Refreshed planning guidance
- Guidance to support blended model Further CLPL delivered virtually.

## 4.2 Secondary Transitions

A **Moving On Up** theme was adopted for those pupils leaving primary school and moving to secondary school, this included:

An adaptation for all our P7s for what would have been their three-day visits in June. It signposts our P7 learners to the latest help and advice on how to navigate the challenges of starting secondary school. There is also a pupil version of the plan and a parent guide in the pack. Some of the many activities include: Leaving a goodbye message at primary school, making an individual goal on what each pupil wanted to achieve and reflecting on feelings on moving to Secondary School.

It is hoped that this resource will continue to facilitate discussions between Primary and Secondary settings on how they will take the ideas forward together in their cluster.

The final day of activities include a city-wide design competition. All P7 pupils can take part with the chance to redesign the toolkit and win a prize.

Updates are regularly posted on social media to help celebrate the achievement of our unique class 2020. We hope that you will help us by promoting this campaign through your links and by following us on [#movingonupedin](#).



**My World of Work** is another online resource CEC have adopted as a P7-S1 transition activity.

The interactive tools on [www.myworldofwork.co.uk/ican](http://www.myworldofwork.co.uk/ican) will help children to reflect on who they are, what they are good at and what they are proud of.

The results of the *Animal me* and *My interests* tasks will help students to complete the *All About Me Profile* tool. The *Profile* will capture information about each child's personality, interests, skills and achievements. This *Profile* can then be shared with parents and their class teacher in the Primary School and then be used in the Secondary to record achievements and targets.

## 8.3 Transitions Special Schools

Transition visits have been offered to all children coming into P1 and S1 in the special school sector. Transition information has also been shared with families.

## 8.4 Preparing to Leave School

As a local authority we are acutely aware that the transition from High School to the next stage of learning and/or work is a milestone for every young person. Our Edinburgh Learns Pathways strategy incorporates a robust 16+ process to identify, track and monitor post-16

engagement/destinations. This year COVID19 has made this even more challenging. The number of job and training opportunities available are fewer than anticipated a few months ago. Through our partnership work with Skills Development Scotland and the regional DYW Employer-led Board, we keep abreast of labour market intelligence. Many industries that employ and develop our young people are affected: hospitality, retail, tourism, construction and creative industries to name a few. Pathways involving Further and Higher Education have also been affected.

Recognising that young people who planned to move into employment, training, further or higher education, may now be very concerned about what their future will look like, we liaised with our key partners (Skills Development Scotland, Edinburgh College, universities, training providers and employer organisations) and issued co-constructed revised 16+ guidance to all schools [EL Pathways 16+ Leaver Guidance](#)

The Head of Schools wrote to each Parent/Carer of pupils in S4-S6 offering reassurance that under these circumstances, the Council, our schools and partner services are working together to develop and offer additional choices for those planning to leave school. An accompanying leaflet provided career information and advice for S4-S6 pupils who may be planning to leave school, including a senior transition flowchart. It also outlined support for staying connected and emotionally healthy in these uncertain times. We have also posted an update on the City of Edinburgh website about our [services for young people and schools leavers](#):

The City of Edinburgh Youth Employment Partnership has reconvened and devised an action plan to ensure a coordinated approach across services. This includes the re-launch of our Edinburgh Guarantee service to ensure that no one is left behind. Edinburgh College are guaranteeing that each young person who applies will receive the offer of a place, though it may not be in the course of their first choice. Our regional DYW and Foundation Apprenticeship Boards are also collaborating and sharing best practice across Edinburgh, Mid and East Lothians. We believe that by working together we will be able to provide the best opportunities for our young people and develop a dynamic workforce.

**Our Universal response:**

- Head of Schools Letter to all S4-S6 parents
- Advice and information for school leavers Summer 2020
- Links to guidance on employment and training, further education, and higher education
- Youth Employment Partnership
- Edinburgh Guarantee
- *Skills Development Scotland* – revised Service Level agreement with schools to ensure that each leaver receives individual follow-up with Careers Adviser, alongside targeted cohort of young people returning to school
- *Skills Development Scotland* – Senior Leavers Advice Worksheet

# Appendix Five – Example School Renewal Plan

## SCHOOL NAME \_\_\_\_\_

### Renewal Plan

Aspect	Equity and Inclusion	Overall Responsibility	Alison Humphreys (Equity) and Anna Gray (Inclusion)
Outcomes	<p>Short Term:</p> <ul style="list-style-type: none"> <li>The Senior Leadership Team and all teaching staff use data and other evidence effectively in order to identify the poverty related attainment gap post-COVID 19 across the school and for individual cohorts and areas of the curriculum, including instances where the lack of digital access has been an additional barrier for learners.</li> <li>Ensure that the planning of effective interventions and approaches is based on data and evidence.</li> </ul> <p>Medium Term:</p> <ul style="list-style-type: none"> <li>Implementation and ongoing evaluation of interventions through managing resources to support equity of access for all to learning, attainment and achievement post-COVID 19, particularly for those affected by poverty.</li> </ul> <p>Long Term:</p> <ul style="list-style-type: none"> <li><b>PRIMARY:</b> Reduction in the poverty related attainment gap in literacy and numeracy as follows <i>(the tables below are merely examples and entirely optional – schools will create their own measurable long term outcomes/aims, based on the gaps identified in short term outcome):</i> <a href="#">Table for Primary</a></li> </ul> <p>Long Term:</p> <ul style="list-style-type: none"> <li><b>SECONDARY:</b> Reduction in the poverty related attainment gap in literacy and numeracy as follows <i>(the tables below are merely examples and entirely optional – schools will create their own measurable long term outcomes/aims, based on the</i></li> </ul>		



<p><i>gaps identified in short term outcome and/or use attainment vs deprivation measures or positive, sustained destination targets for equity groups): <a href="#">Table for Secondary</a></i></p>				
<p>NIF Priority :-</p> <ul style="list-style-type: none"> <li>Improvement in attainment, particularly in literacy and numeracy</li> <li>Closing the attainment gap between the most and least disadvantaged children and young people</li> </ul>			<p>QIs/Themes</p> <p>QI 1.1 Analysis and evaluation of intelligence and data</p> <p>QI 1.3 Strategic planning for continuous improvement</p> <p>QI 1.5 Management of resources to support equity</p> <p>QI 2.3 Learning and engagement</p> <p>QI 2.3 Quality of teaching</p> <p>QI 2.5 Engaging families in learning</p> <p>QI 3.2 Attainment in literacy and numeracy</p> <p>QI 3.2 Overall quality of learners' achievement</p>	
Tasks	By Whom	Resources	Time	Progress & Impact
1a. Provide opportunities for staff engagement in the effective use of data in identifying the poverty	•	• Post-COVID-19 attainment and achievement data at class and whole school level, based on a range of evidence collected in a sensitive way (Scottish Government Guidance 05/06/20).	•	•

<p>related attainment gap post-COVID-19</p> <p>1b. Set measurable outcomes which relate to improvements in attainment or achievement for those learners in SIMD quintile 1 and the closing of the gap between those in SIMD quintile 1 and those in quintiles 2-5</p>		<ul style="list-style-type: none"> <li>Tracking and monitoring systems with functions for filtering by SIMD to determine the gap (such as EdICT or school-based systems).</li> <li><a href="#">NIH excellence and equity datatoolkit</a></li> <li>Professional dialogue with staff using the baseline data to inform the measurable targets.</li> <li>CEC Pupil Equity Funding: Plan 2020-21 - School Template</li> </ul>		
<p>2. Continue to update existing audit information regarding inequity of digital access and take action appropriately as part of the blended learning model.</p>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Table on pg 10 and paragraph on pg 15 of (<a href="#">Excellence and Equity During the COVID-19 Pandemic – A Strategic Framework for Reopening Schools, Early Learning and Childcare Provision in Scotland</a>)</li> <li>School Data from Digital Access Audit</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>
<p>3. Strategically plan interventions taking account of post-COVID-19 evidence and data gathered for those affected by poverty.</p>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">PEF National Guidance 2020-21</a></li> <li><a href="#">PEF City of Edinburgh Council Guidance 2020-21</a></li> <li>Pupil Equity Funding: Plan 2020-21 - School Template</li> <li><a href="#">Equity Self-Evaluation Resource (Education Scotland)</a></li> <li><a href="#">Interventions for Equity Diagram</a></li> <li><a href="#">Dan Nicholls (2020) Urgent Action Required. Addressing disadvantage</a></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

		<ul style="list-style-type: none"> <li>• <a href="#">EEF Impact of School Closures on the Attainment Gap June 2020 and</a></li> <li>• <a href="#">Scotgov support-for-continuity-in-learning June 2020</a></li> </ul>		
4. Planning the financial management of resources to support equity.	•	<ul style="list-style-type: none"> <li>• <a href="#">QI 1.5 CEC Self-evaluation Report</a></li> <li>• QI 1.5 CLPL for HTs and BMs (available from January 2021)</li> <li>• CEC Pupil Equity Funding: Plan 2020-21 - School Template</li> <li>• <a href="#">Challenge questions from HGIOS?4 QI 1.5</a></li> <li>• <a href="#">Improving School Empowerment through Self-Evaluation: A Framework for Local Authorities</a></li> </ul>	•	•
5. Identification of learners affected by poverty post-COVID-19 who may also experience disadvantage for other reasons eg Equity cohorts.	•	<ul style="list-style-type: none"> <li>• <a href="#">Supporting Care Experienced Children and Young People through Covid 19 and its aftermath</a></li> <li>• <a href="#">Care Experienced Children and Young People 2020 – Self-evaluation toolkit for schools</a></li> <li>• <a href="https://education.gov.scot/improvement/learning-resources/supporting-young-carers-in-education-during-covid-19/">https://education.gov.scot/improvement/learning-resources/supporting-young-carers-in-education-during-covid-19/</a></li> <li>• <a href="#">Equalities Resources</a></li> </ul>	•	•
6a. Establish or build upon existing family learning programmes- adapt to a COVID context	•	<ul style="list-style-type: none"> <li>• <a href="#">Engaging Parents and Families: A Toolkit for Practitioners (Family Learning)</a></li> <li>• 'How to' video clips created for parents to help them build skills and confidence in accessing digital learning platforms such as Teams.</li> <li>• Post-COVID data gathered by the school to identify families facing hardship and poverty for the first</li> </ul>	•	•

6b. Involve all stakeholders fully in self-evaluation to analyse impact of COVID 19.		<p>time, who may find it difficult to access the support they need due to the unfamiliarity of support systems and being previously unknown to professionals.</p> <ul style="list-style-type: none"> <li>• <a href="#">Scottish Attainment Challenge and Partnerships with the Third Sector</a></li> <li>• <a href="#">EEF working-with-parents-to-support-childrens-learning</a></li> </ul>		
7. Ensure that sensitive action taken at all levels to remove unintended barriers (including financial) to participation, engagement and access to wider learning opportunities, in light of the increase in the number of families affected by poverty post-COVID 19.	•	<ul style="list-style-type: none"> <li>• <a href="#">CEC 1 in 5 Top Tips for Schools</a></li> <li>• <a href="#">CEC Raising Awareness of Child Poverty document</a></li> <li>• Leadership for Equity CLPL (School Leaders, Class Teachers, PSAs/PSOs – available later in session 2020/21)</li> <li>• <a href="https://cpag.org.uk/scotland/CoSD/evaluation">https://cpag.org.uk/scotland/CoSD/evaluation</a></li> <li>• <a href="#">National Improvement Hub – Stirling Outcomes and Measures Toolkit</a></li> </ul>	•	•
8. Include regular tracking dialogue meetings with all relevant staff as an aspect of the Quality Assurance calendar.	•	<ul style="list-style-type: none"> <li>• WTA 20-21: Negotiating Committee to agree</li> <li>• Quality Assurance Calendar</li> <li>• Collegiate Calendar</li> </ul>	•	•
<p><b>9. Inclusion</b></p> <p>9a. Identify learners with specific learning difficulties who require Individualised Educational Programmes or CSPs; review and update targets.</p>	<ul style="list-style-type: none"> <li>• SfL staff with support from ASL Service colleagues as required</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Learning at home pathways to support</a></li> <li>• <a href="#">AR&amp;R Guidance to Support Inclusion During Covid-19</a></li> <li>• <a href="https://education.gov.scot/parentzone/learning-at-home/covid19/supporting-children-with-additional-support-needs/">https://education.gov.scot/parentzone/learning-at-home/covid19/supporting-children-with-additional-support-needs/</a></li> <li>• <a href="https://www.callscotland.org.uk/home/">https://www.callscotland.org.uk/home/</a></li> </ul>	•	•

<p>Monitor learners who may require/have previously required SfL support at pathway 2 to facilitate early intervention and planning to address any emerging difficulties accessing learning.</p> <p>9b. Termly review of progress towards IEP or CSP targets as part of multi-agency planning process.</p>		<ul style="list-style-type: none"> <li>• <a href="https://www.gov.scot/publications/coronavirus-covid-19-support-for-continuity-in-learning/">https://www.gov.scot/publications/coronavirus-covid-19-support-for-continuity-in-learning/</a></li> <li>• Planning for Learning part 3: Individualised educational programmes (IEPs)</li> <li>• <a href="https://education.gov.scot/parentzone/Documents/CfEbriefing13.pdf">https://education.gov.scot/parentzone/Documents/CfEbriefing13.pdf</a></li> </ul>		
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# Appendix Six – Inclusive Practice Renewal Planning Checklist

## Adaptation and Renewal Checklist of Inclusion Supports During Covid-19

Please note your ASL Service Leader and EP are there to support and advise you. Please arrange a suitable time to meet with them to discuss their role with the school in relation to adaptations and renewal. Consideration should be given to EAL and wider needs.


Health and Safety		✓
<b>Environment</b>  Page 206	<ul style="list-style-type: none"> <li>• Consideration should be given to setting up a temporary Enhanced Support room. This will be for a small cohort of children or young people with more complex needs who require additional levels of support to safely reintegrate. There should be no more than 6 children accessing this at a time and fewer if required to comply with physical distancing requirements. The base could be overseen by the school SfL Team Lead and Support for Learning team.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Child friendly signage to support the new normal is crucial. ASL Service are developing boardmaker signage to support this. These will be ready soon. Please see recommended signage below:                             <ul style="list-style-type: none"> <li>○ Child friendly signage in each classroom and around school as visual reminder of infection control measures and respiratory hygiene and to support understanding of new systems and organisation/access to areas:</li> <li>○ One-way systems – use of footprints/ arrows on floor will support children to understand and comply with this</li> <li>○ 2m distance marked out in corridors</li> <li>○ Boardmaker signage in each classroom as visual reminder of infection control measures and respiratory hygiene, to include start/end of day</li> </ul> </li> </ul>	


	<p>routines/lining up/ movement around school, what to do if feeling unwell (keep low key)</p> <ul style="list-style-type: none"> <li>○ Numbers of individuals allowed in specific areas at any one time to be displayed clearly in each area</li> <li>○ Playground rules – Boardmaker visuals to show rules</li> <li>○ Social distancing – visuals to show OK/Not OK</li> <li>○ Changes in staffing – staff pictures</li> <li>○ Toilet use – visuals to show safe toilet use</li> </ul>	
<p><b>Risk Assessments</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 207</p>	<ul style="list-style-type: none"> <li>• It is recognised that many children we support will not manage social distancing and therefore measures recommended by SG in such situations include: <ul style="list-style-type: none"> <li>. Enhanced hand hygiene and cleaning practices.</li> <li>. Caring for children in small groups.</li> <li>. Minimising contact between those groups.</li> <li>. Maximising use of outdoor spaces.</li> <li>. Physical distancing between adults in the setting, including parents at drop-off and pick-up times</li> </ul> </li> </ul>	
<p><b>Health Care Planning</b></p>	<ul style="list-style-type: none"> <li>• Changes to law as a result of Covid-19 mean that authorities should ‘make the best endeavour’ to meet need. Consider how you do this for children with HCPs with support from wider partners if needed.</li> </ul>	



	<b>Health and Wellbeing</b>	✓
Page 208	<b>Vulnerable Children</b> <ul style="list-style-type: none"> <li>Priority of access to schools is to be given to our most vulnerable. This includes: <i>Children who may be provided with access to day care services under section 2 of the Children (Scotland) Act 1995/6.</i></li> </ul> <p><i>Ie</i></p> <ul style="list-style-type: none"> <li>(a) for a particular child;</li> <li>(b) if provided with a view to safeguarding or promoting his or her welfare, for his or her family; or</li> <li>(c) if provided with such a view, for any other member of his or her family</li> </ul>	
	<ul style="list-style-type: none"> <li>If children can integrate safely in their normal classes, they should do this and class teaching should be adapted to enable this for the majority.</li> </ul>	
	<ul style="list-style-type: none"> <li>If a support base is available and appropriate, children should be timetabled to attend different areas of the base to maximise use through zoning of the rooms/use of outdoors.</li> </ul>	
	<ul style="list-style-type: none"> <li>Assessment of Needs undertaken for vulnerable pupils either those with health care needs or as described above, with use of risk and resilience matrix to support planning to meet wellbeing needs</li> </ul>	
	<ul style="list-style-type: none"> <li>Consider particular <i>key adult</i> focus on pupils who are anxious about returning/whose parents are anxious about sending them to school and the context for this including protected characteristics such as race/LGBTI+/disability</li> </ul>	



	<ul style="list-style-type: none"> <li>• Embedding of equality matters across our blended curriculum offer and consideration of support for this in a home- learning context eg racism/LGBT+/disability</li> </ul>	
<b>Teaching and Learning</b>		✓
<b>Pathway 1 and 2</b>	<p><b>NB</b> Advice and consultation will continue at pathway 1 and 2 including EAL supports, support for learning and literacy and dyslexia supports.</p> <p><i>Please discuss needs with your ASL Service leader and/or educational Psychologist.</i></p>	
<b>Pathway 3 supports</b>	<ul style="list-style-type: none"> <li>• A range of supports will continue to be available: <ul style="list-style-type: none"> <li>○ ASL Area Teams supporting children at risk of exclusion or out of school. Please discuss needs with your ASL Service Leader. We are keen to explore what we can do locally for schools/clusters within the limits such as staffing/ limiting spread of Covid-19.</li> <li>○ ASL Early Years support for families and children struggling to be included in early years settings (contact ASAP)</li> <li>○ Enhanced Transition Supports for vulnerable children (Contact your ASL SL)</li> <li>○ Psychological Services consultation, assessment and intervention (contact your EP).</li> <li>○ Forest Schools for Care Experienced Children (contact Fiona Calder)</li> <li>○ Bush Craft (contact ASAP)</li> <li>○ Growing Youth (S2-4) (Contact ASL SL)</li> <li>○ Bikeability (contact ASAP)</li> <li>○ Spartans (S3/4) (contact ASAP)</li> <li>○ ASL Locality Hubs (contact ASL SLs)</li> <li>○ Urban Nature (contact Fran Platt)</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>○ Support for deaf and blind children (Contact ASAP)</li> <li>○ Support for children too ill to attend school/in hospital (contact Edinburgh Secure HT)</li> <li>○ Edinburgh Together (contact ASAP): <ul style="list-style-type: none"> <li>▪ Support up to P3 Children 1<sup>st</sup></li> <li>▪ Support P3-S2 Barnardo's</li> <li>▪ Support S3-4 (Canongate Youth)</li> </ul> </li> <li>○ Support for bilingual families who have children with wider complex needs (Contact ASL SL)</li> <li>○ Virtual Learning Environments - VLE</li> </ul>	
<b>Digital Learning</b> Page 210	<p>We are confident in our blended provision of supports for children with ASN including appropriately differentiated digital learning.</p> <p><a href="http://www.autismtoolbox.co.uk/resources">http://www.autismtoolbox.co.uk/resources</a></p> <p><a href="https://www.thirdspace.scot/nait/digitallearning">https://www.thirdspace.scot/nait/digitallearning</a></p> <p> <a href="#">ASL Online learning suggestions 2020.docx</a></p>	
<b>Learning at home</b>	<p>We are confident in our blended provision of supports for children with ASN including appropriately differentiated home learning opportunities supported by school staff where possible.</p> <p>Useful resources can be found <a href="#">here</a> on our Inclusion Hub.</p> <p>Collated useful resources can be found in this link: <a href="#">stuckathomeactivities</a></p> <p><a href="#">English as an Additional Language resources for home learning</a></p>	

	<p>Coronavirus (COVID-19): <a href="#">framework</a> to support gypsy/traveller communities. Further, STEP have created an area on its website with resources designed specifically for G/T families, to support them through the crisis - see <a href="https://step-families.co.uk/">https://step-families.co.uk/</a></p> <p> <a href="#">Learning at home pathways to support V3.docx</a></p> <p>Special schools also have a lot of online learning to access on their school websites.</p>	
<b>Equity</b>		✓
Page 211	<ul style="list-style-type: none"> <li>• Access to digital technology to support remote learning – PEF can be used to support this. Speak to QIEO if you are not in a position to support home digital learning</li> </ul>	
	<ul style="list-style-type: none"> <li>• Access to FSM entitlements</li> </ul>	
	<ul style="list-style-type: none"> <li>• Access to clothing to support outdoor learning</li> </ul>	
	<ul style="list-style-type: none"> <li>• Support for home learning – reviewing completed work</li> </ul>	
<b>Transitions</b>		✓
Page 211	<p><b>Early Years</b></p> <p>Enhanced transition plans should be considered as part of the transition planning process and agreed by the team around the child. Virtual CPMs have been helping in the collation of these plans.</p> <p>Staff who know the children can help create an 'All About Me' booklet for the new staff to help with getting to know the child and his/her needs. Due to the limited time and long summer break, enhanced transition visits to school settings in June for new P1 children will in the main be inappropriate. It would be more meaningful to have these as part of their August transition planning. An 'I am going to school'</p>	

	<p>photobook can be compiled by each setting to show how different areas of the school look.</p> <p>Resources mentioned above can be found here:</p> <p> <a href="#">EY Enhanced Transition Toolkit.zip</a></p>	
	<p><b>Primary-Secondary</b></p> <p>Transition tools can be found in the following links to support enhanced transitions for key children.</p> <p> <a href="#">Enhanced Transition Toolkit.zip</a></p>	
	<p><b>School Leavers</b></p> <ul style="list-style-type: none"> <li>The Association for Real Change (ARC) have adapted their Principles into Practice guidance (to support young people transitioning into positive destinations), in the light of COVID -19. Here is the link:</li> </ul> <p><a href="https://scottishtransitions.org.uk/7-principles-of-good-transitions/principles-into-practice/">https://scottishtransitions.org.uk/7-principles-of-good-transitions/principles-into-practice/</a></p>	
	<p><b>EAL</b></p> <p><a href="#">Inclusion Hub (EAL) - Transition</a></p>	
	<p><b>General</b></p>	

	<p>National Autism Implementation Team Scotland (NAIT) have produced transition guidance and supports for autistic learners of all ages: <a href="https://www.thirdspace.scot/nait/covid-19-return-to-school/">https://www.thirdspace.scot/nait/covid-19-return-to-school/</a></p> <p><a href="https://education.gov.scot/improvement/learning-resources/transitions/#Transitions-ASN">https://education.gov.scot/improvement/learning-resources/transitions/#Transitions-ASN</a></p>	
	<p>Please refer to the Transition Improvement Plan for more info: <a href="#">transitionsip</a></p>	
<b>Staff CLPL</b>		✓
<p><b>Online ASL learning</b></p> <p>Page 213</p>	<p>The following is a list of suggested online learning for all new staff or staff keen to develop their additional support for learning knowledge and expertise. This will be added to over the course of next session.</p> <p><a href="#">ASL Online learning suggestions May 2020.docx</a></p> <p><u>Worth a read if you can:</u></p> <p><a href="https://www.ssaturk.co.uk/blog/a-recovery-curriculum-loss-and-life-for-our-children-and-schools-post-pandemic/">https://www.ssaturk.co.uk/blog/a-recovery-curriculum-loss-and-life-for-our-children-and-schools-post-pandemic/</a></p>	
<b>Partnership Working</b>		✓
	<p>Will individual risk assessments and discussion with parents/carers have taken place and been agreed by the date when extended opening begins, to ensure that any provision required by a child in order to attend school issafely in place?</p>	
	<p>Where LAs cannot, despite 'best endeavours' provide the support listed in a Health Care plan can pupil safety in school be guaranteed? Eg behaviour support.</p>	

Will there be clear guidelines on entry to school about the procedures in place for essential visitors from external agencies visiting pupils at the school (eg educational psychologists, child and adult mental health services (CAMHS), ASL Service etc)?	
Will visitors working closely with pupils be offered PPE where necessary?	

## Appendix Seven – Contingency Building Plan

Below are the proposed Council-owned alternative accommodation to support schools re-opening in both 100% and 50% models. Please note that this is subject to change.

Accommodation Options Proposed	School	Estimated Contingency Requirements	Required for Out of School Care in 100% return to school	Category	Locality	Ward
Inch Community Centre	Liberton Primary School	2 Classes	yes	Community Centre	South East	Liberton/Gilmerton
Kirkliston Community Centre	Kirkliston Primary School	2 Classes	yes	Community Centre	North West	Almond
Ratho Community Centre	Ratho Primary School	Hub Space	yes	Community Centre	South West	Pentland Hills
Tollcross Community Centre	James Gillespie's High School	Hub Space	yes	Community Centre	South West	Fountainbridge/Craiglockhart
Nelson Hall Community Centre	Sciennes Primary School	2 classes	yes	Community Centre	South East	Southside/Newington
Munro Community Centre	Clermiston Primary School	Hub Space	yes	Community Centre	North West	Drumbrae/Gyle
Wardie Residents Club	Wardie Primary School	2 Classes	yes	Community Centre	North West	Forth

South Queensferry Community Centre (Top Centre)	Echline Primary School	2 Classes	yes	Community Centre	North West	Almond
Balerno Community Centre	Balerno Community High School	4 Classes + Hub Space shared with Dean Park PS		Community Centre	South West	Pentland Hills
	Dean Park Primary School	Hub Space with Balerno High School		Community Centre	South West	Pentland Hills
Wash House Community Centre	Towerbank Primary School	2 Classes		Community Centre	North East	Portobello/Craigmillar
Kirkgate Community Centre	St Marys Leith Primary School	2 Classes + Hub (shared with Taobh na Pairce)		Community Centre	North East	Leith
	Leith Academy	4 Classes		Community Centre	North East	Leith Walk
Fort Community Centre	Taobh na Páirce	Hub Space (shared with St Mary's Leith Primary School)		Community Centre	North East	Leith Walk
Colinton Mains Community Centre	Firrhill High School	5 Classes total - could be split between both Pentlands and Colinton Mains CCs		Community Centre	South West	Colinton/Fairmilehead
Pentlands Community Centre	Firrhill High School	See above		Community Centre	South West	Colinton/Fairmilehead
Southside Community Centre	James Gillespie's High School	6 Classes		Community Centre	South East	Southside/Newington
St Brides Community Centre	Boroughmuir High School	6 Classes		Community Centre	South West	Sighthill/Gorgie
Goodtrees Community Centre	Liberton High School	4 Classes		Community Centre	South East	Liberton/Gilmerton
Gilmerton Community Centre & Society Hall	Liberton High School	Hub Space		Community Centre	South East	Liberton/Gilmerton
Rannoch Community Centre	The Royal High School	6 Classes (+ Hub) – either or with below		Community Centre	North West	Drumrae/Gyle
Portobello Library	Towerbank Primary School	Hub Space		Library	North East	Portobello/Craigmillar
Kirkliston Library	Kirkliston Primary School	Hub Space		Library	North West	Almond



Fountainbridge Library	Boroughmuir High School	Hub Space		Library	South West	Fountainbridge/Craiglockhart
Balgreen Library	Balgreen Primary School	Classes - to release gym hall/dining space		Library	South West	Sighthill/Gorgie
Central Library	St Thomas of Aquin's RC High School	4 Classes + Hub		Library	South East	City Centre
Drumbrae Hub Library & Offices	The Royal High School	6 Classes (+ Hub) - either or with above		Library	North West	Drumbrae/Gyle
Muirhouse Library	Granton Primary School	3 Classes		Library	North West	Almond
Granton Library	Granton Primary School	Hub Space		Library	North West	Forth
Newington Library	Sciennes Primary School	Hub Space		Library	South East	Southside/Newington
Currie Library	Currie Primary School	2 Classes		Library	South West	Pentland Hills
Morningside Library	South Morningside Primary School	2 Classes		Library	South East	Morningside
West Pilton Neighbourhood Centre	Craigroyston Community High School	Hub Space		Neighbourhood Centre	North West	Inverleith
Churchill Theatre	South Morningside Primary School	Southside Hub - also serving JGPS and Bruntsfield PS		Theatre	South East	Morningside
	James Gillespies Primary School	Southside Hub - also serving SMPS and Bruntsfield PS		Theatre	South East	Morningside
	Bruntsfield Primary School	Southside Hub - also serving SMPS and JGPS		Theatre	South East	Morningside
Portlee Day Centre (formerly Hawkhill Adult Training)	Leith Academy	4 Classes		Training Centre	North East	Leith
Citadel Youth Centre	Leith Academy	Hub Space		Youth Centre	North East	Leith

## Appendix Eight – Peripatetic Guidance

Many peripatetic staff continued to offer advice and consultation during the period of school closure and to support recovery planning for education settings. They may also now be planning to provide outreach contact for children or young people or to re-establish contact when schools re-open in August. All of this has involved new ways of working and although there have been negatives since the onset of the pandemic, some positives have also emerged as teams have found new ways of delivering some peripatetic services that are more effective and efficient. As we move forward and return to direct contact with children, young people, families and colleagues we need to use this knowledge to adapt and evolve our approaches.

Peripatetic services are valued and provide considerable additionality and specialism in schools for children, young people and families in receipt of their support. However, to continue to suppress Covid-19 it is important that we reduce the potential for cross-infection and therefore look at the operating models of all our services.

The purpose of this guidance is to assist managers in determining how such services can support continuity in learning during and beyond phased recovery. It draws from current Government advice and aims to assist colleagues in addressing and adhering to risk management around coronavirus (COVID-19). It will support peripatetic staff to continue to deliver specialist support functions with identified individuals and groups of children and young people as appropriate to their local context.

### Guiding Principles

The following principles should underpin any planning and allow for demographic differences between educational establishments and central teams and their functions.

#### Safe

Staff deployment and recovery plans must protect the physical, emotional and mental health and wellbeing of children, young people, parents and staff and prevent any spread of infection.

**Fair and Ethical**

Plans should ensure every child has the same opportunity to succeed through their learning in-school and in-home learning, if applicable, during recovery, with a particular focus on closing the poverty related attainment gap; and therefore, learners at key points and/or with specific needs should be prioritised. This will be determined through consultation between school/setting leaders and central team managers.

**Clear**

Plans should be easy to interpret and understand, and have the confidence of parents, staff and young people so that they can plan ahead.

**Realistic**

Plans must be possible and achievable within the resources that each school and the Council has available. They must also ensure that there is collaboration between central teams to minimise the number of staff visits to a school across a week.

Moving between multiple different settings should be discouraged during this period except in circumstances where the individual works with the same group of children. These cohorts should work with the same staff members, as much as possible.

**Preparation for Engagement**

In order to support our children and young people back into their learning environments we need to adopt a flexible approach and work in close collaboration with the individuals' setting or school and other peripatetic services. All peripatetic support within early learning, schools and specialist settings will have to be agreed, in advance, with the management team of that facility and co-ordinated with other peripatetic services visits. It will also be important to maintain communication with usual contacts, so that the child or young person, staff working directly with them and management team are fully prepared for visits.

All peripatetic staff must be aware of the infection control procedures and Risk Assessments in place for each educational setting/ building prior to entry. Peripatetic staff should comply with the same requirements for handwashing or hand sanitising upon entering and exiting the building as other visitors. A document that details arrangements for peripatetic staff should be detailed in the infection control risk assessment .

### Considerations during recovery

When planning contact with schools, children or families consideration should be given to:

minimising the number of sustained contacts to those that are essential only;

availability of adequate space within the setting or school environment to allow for physical distancing;

individual establishment's health and safety plan;

individual learner Risk Assessments, where these are in place;

adequate provision of appropriate PPE;

permissions from parents and/or young person, if required;

the timing of support i.e. within core time with the setting or school or at an additional time;

safe use of resources, including:

adhering to National guidance on pupil use of their own device, i.e. phone, tablet or laptop.

maintaining teacher professionalism and good student relationships using online platforms. Further information can be found in the [General Teaching Council for Scotland advice on online good practice](#), which offers useful information on working in an online environment.

equipment sharing protocols.

appropriate cleaning is in place.

planning activities outdoors if the task allows.



**Peripatetic staff who are able to physically distance should only visit one learning environment or school per day, in which they could have direct contact with up to two 'contacts'. A single contact is defined as one child, a group of children, a single member of staff, a group of staff, a parent or carer, a family group.**

**Peripatetic staff who are not able to physically distance at work, i.e. they need to provide personal care or work with very young children, should be based with one child or group of children and in one school or setting. Please refer to the [Early Learning and Childcare Guidance](#).**

In addition to visiting an early learning environment or school, the member of staff may work from home or identified workplace. Please note that staff visiting their base should only be for essential purposes, such as photocopying resources, and should be the exception rather than the rule. Otherwise, working from home is to continue, when not in a school.

If a child or young person or visiting member of staff develops any symptoms of COVID-19 when in a school then the protocol of the school should be followed.

### **Prioritising Need**

Visits to schools by peripatetic services that are most essential for a child's learning should be prioritised if schools are unable to accommodate all requests by peripatetic services to visit. Services are encouraged to be mindful that having more adults in schools at one time creates an increased health and safety risk until the need for adults to physically distance from each other is removed.

Peripatetic staff should:

check that the school can safely accommodate their visit;

consider if their visit is needed if there are already several other services visiting the school that day;

consider if the task could be completed through virtual/online means;

Over the closure period some of the ways staff have had to use technology to continue to deliver their function has been proven to be very effective. Opportunities should be sought to capitalise on the lessons learned and build in the new ways of working that have evaluated well to continue to improve practice.

### **Environment**

City of Edinburgh Council is preparing for all children and young people to return to education in August 2020, as safely as possible, following the guidance on physical distancing, hygiene and health and safety.

Arrangements should be made in schools and Council buildings to ensure that reception areas or foyers have clear instructions for them to adhere to. Individual schools should consider how they manage their



sign in arrangements in the context of infection control. If it is not essential that a visit to a school takes place this should not happen and other approaches such as video conferencing may be used.

When peripatetic staff are undertaking activities which are specialist, they may not be covered by the setting or school generic risk assessment. Therefore, a separate risk assessment specific to the peripatetic task should be undertaken and this risk assessment and relevant control measures shared with Headteachers or managers of the schools or settings to be visited. It is acknowledged that there will be situations which arise that will require a dynamic assessment of risk to be undertaken when they happen and that this should not prevent children and young people safely undertaking appropriate learning within their learning environments.

### **Early Year Settings**

It is acknowledged that within Early Learning settings social distancing will not always be possible. Current guidance states that staff moving between ELC settings should be avoided, except in circumstances where the individual works with the same group of children.

#### [Scottish Government Guidance on Reopening Early Learning and Childcare Services](#)

This means that models of Early Years Peripatetic teaching and support roles will look different and need to take account of local and national guidance as well as local individual school recovery plans.

### **Primary and Secondary Schools**

Each school will have developed bespoke plans for their school context. They will have taken into consideration their timetabling to maximise learning time for children and young people. The approach will take into consideration the configuration of the school building, transport and available staffing, and also current health and safety guidance and advice that relates to COVID-19. Movement in and around the school should be kept to a minimum.

### **Personal Protective Equipment (PPE)**

Where a risk assessment indicates a foreseeable risk of physical intervention being required when a staff member is in a setting or school, they should have access to appropriate PPE to maximise safety for all involved, particularly where prolonged close physical contact is the only available option to staff. The relevant [government advice](#) regarding PPE must be followed, with all staff being mindful that this is likely to be subject to regular change and should be rechecked regularly.



## Resources and Equipment

The range of resources available for use in school will need to be restricted during this time and consideration should be given to the use of alternative resources and online materials to support learning. Where it is unavoidable, and children require to access equipment or resources, including those shared with others, extremely high standards of cleaning throughout the school day will be required.

Peripatetic staff should carefully consider the resources required during lessons and promote the use of equipment and resources that need only be used by the child. Shared resources should be avoided where possible and not shared by other group or moved between environments. Any resources that must be shared must be cleaned more frequently.

## Useful Links

[Early Learning and Childcare](#)

[Schools](#)

[Community Learning and Development sector](#)

[Physical distancing in education and childcare settings](#)

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# Appendix Nine – Active Schools

## Background

The Council's **Sport and Outdoor Learning Unit (SOLU)** is committed to supporting effective education adaptation and renewal.

This document provides an outline of the integral part this unit is to play as part of the delivery of targeted catch up provision, to close the poverty related attainment gap in order to ensure that improved outcomes and impact for those affected by poverty post-COVID-19.

Health and Wellbeing, alongside numeracy and literacy is the key theme for the first term of primary schools. As such, we have identified the primary schools most in need of extra support provision by SOLU, embedding the Edinburgh Learns *Renew, Reconnect, Learn* curriculum guidance

## Which Schools have been selected for support?

Thirteen schools have been identified as potentially having the greatest need for health and wellbeing support- the selection criteria was based on; FSM of over 30%, SAC schools, SIMD profile, and potential barriers to outdoor activity due to geographical location of schools/pupils' housing during lockdown, other poverty-related barriers to participation in outdoor activity





Each of these schools will be allocated one Active School Co-ordinator for the first term. This resource will work with a maximum of two groups of children per day, alongside their teacher(s) and promote outdoor learning and physical activity. This resource can also help teachers plan physical activity into each and every day – from 5 minute yoga stretch to a playground games, playground buddies, multi skills, outdoor activities, including Clubgolf, team building games.

Schools	Locality
Canal View Primary School	South West
Niddrie Mill Primary School	North East
Forthview Primary School	North West
Sighthill Primary School	South West
Castleview Primary School	North East
Prinziehall Primary School	North West
Glovenstone Primary School	South West
Royal Mile Primary School	South East
Craigroyston Primary School	North West
St Francis Primary School	North East
St Catherine's Primary School	North East
Braidburn Special School	South West
Bruntstane Primary School	North East

A further sixteen schools have also been identified by QIOs as requiring support to ensure Health and Wellbeing, these schools will be placed on a rota, and have an Active School resource every second week during the first term.



School	Locality
Ferryhill Primary School	North West
Granton Primary School	North West
Broomhouse Primary School	North West
Murrayburn Primary School	North West
Gilmerton Primary School	South East
Craigour Park Primary School	South East
Leith Primary School	North East
Leith Walk Primary School	North East
Gracemount Primary School	South East
St John Vianney Primary School	North East
St David's Primary School	North West
St Mark's Primary School	South East
Stenhouse Primary School	South West
Balgreen Primary School	South West
Hillwood Primary School	North West

St Mary's Leith Primary School	North East
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## Policy and Sustainability Committee

10:00am Thursday, 6 August 2020

### Community Centres and Libraries reopening

Executive/routine  
Wards  
Council Commitments

#### 1. Recommendations

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- 1.1 The Policy and Sustainability Committee is asked to:
  - 1.1.1 Note the challenges involved in reopening libraries and community centres
  - 1.1.2 Approve the approach being adopted to safely reopen libraries and community centres, subject to available resources
  - 1.1.3 Note the requirement for some community centres and libraries to be utilised for out of school care, early learning and childcare and as alternative accommodation for the contingency plan for the 50% model for schools returning in August
  - 1.1.4 Approve that further details on the reopening of community centres and libraries are included in the wider action plans which will emerge from the Adaptation and Renewal workstream on Operations and Services

**Alistair Gaw**

Executive Director for Communities and Families

Contact: Paul McCloskey, Strategic Manager CLD & Libraries

E-mail: [paul.mccloskey@edinburgh.gov.uk](mailto:paul.mccloskey@edinburgh.gov.uk) | Tel: 0131 529 6156

## Community Centres and Libraries reopening

### 2. Executive Summary

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- 2.1 The report outlines some of the significant resource challenges, risks and considerations which need to be taken into account in reopening community centres and libraries, in the context of competing pressures to reopen (and maintain the opening of) other buildings such as schools. This is not simply a return to business as usual: opening any building now requires significant additional resource and planning, which further pressures the ability to open a variety of settings across the estate.
- 2.2 It proposes next steps: a mechanism (now live) for all Management Committees (MCs) to submit a request to reopen centres within specific, defined criteria; a suggested process for how a further opening up of centres for citizens could be explored; outline plans for library reopening and gradual introduction of services.
- 2.3 That further details on the reopening of community centres and libraries are included in the wider action plans which will emerge from the Adaptation and Renewal workstream on Operations and Services

### 3. Background

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- 3.1 The Council has 30 community centres and 28 libraries offering a wide range of community learning, information and leisure opportunities which are highly valued by citizens and community groups across the city. In addition to the 28 libraries there are targeted mobile library services, a prison library and hospital library.
- 3.2 In response to the Covid-19 pandemic, the Council took the decision to close all non-essential buildings, including all libraries and community centres.
- 3.3 Since current restrictions came into being, libraries have continued to provide targeted door to door drop off services for vulnerable people, including former patients from the Royal Hospital for Sick Children, Library Link customers and families receiving food parcels.

The use of online services has markedly increased: there has been a 64% increase in the use of e-books, a 67% increase in the use of e-audio books and a 118%

increase in the use of e-newspapers and e-magazines. In April 2020 alone, there were 211,834 digital downloads.

- 3.4 The Council is planning for the reopening of libraries and community centres, in order to meet priority needs of citizens and communities, within what is likely to remain a highly challenging operational context, prioritising public and staff safety while developing public access to services within available resources.

## 4. Main report

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- 4.1 Edinburgh has been responding to the Covid-19 global pandemic. There are three drivers guiding the Council's approach:
- 4.1.1 Ensure the most vulnerable in our city and in our care are protected
  - 4.1.2 Minimise the risks to Council staff and volunteers
  - 4.1.3 Continue to provide services as best we can in challenging circumstances
- We will build from the Council's current priorities: poverty, sustainability and wellbeing
- 4.2 The challenge before the City and the Council cannot be underestimated in both the immediate and longer term. The national position regarding Covid-19 continues to evolve. Therefore, any programme arrangements put in place need to have the flexibility to adapt to changing circumstances and Public Health Guidance.
- 4.3 As has been widely debated nationally, it is unlikely that the Council will see an immediate return to pre-Covid-19 ways of working, if at all. Indeed, this may lead to opportunities to do things differently and adapt new working models. As such, the Council programme, setting out its approach has been named [Adaptation and Renewal](#) and our library and community centre plans need to be located within the Service Operations strand of this programme.
- 4.4 Subject to public health guidance and the capacity to support the safe use of the settings, our ambition is to have a planned, phased reopening of libraries and community centres for the wider public as part of Phase 4 of the Scottish Government's [Scotland's Route map through and out of the crisis](#)

### Libraries

- 4.5 Staff are busy planning for how they can adapt and renew libraries in a context of the significant resources needed to support this. We need to ensure the safety of our staff, volunteers and the public who use our services. We will continue to be led by the Scottish Government's guidance on Coronavirus in terms of our duty of care.

- 4.6 The possibility to reopen libraries is part of the Scottish Government [Scotland's Route map through and out of the crisis](#). The Scottish Government published [safe work guidance for libraries](#) on 14 July alongside [test and protect guidance](#).
- 4.7 A Libraries Adaptation and Renewal Group has been meeting weekly to develop library plans around several workstreams including library operations and venue readiness, workforce planning and development, a phased 'library offer', communications, digital services.
- 4.8 An outline suggested plan for the phased reopening of libraries is attached at Appendix 1.

### **Community Centres**

- 4.9 The Scottish Government published on 9 July [guidance](#) to help local authorities, third sector organisations and partners working in Scotland's schools, colleges and communities to provide community learning and development (CLD) services safely.
- 4.10 Following the previous [report](#) to Policy and Sustainability Committee on 9 July, there is now a process (see Appendix 2) in place for Management Committees (MCs) to apply for approval to reopen centres for defined purposes: early learning and childcare, out of school care, blood donor services, food banks. This effort is to help management committees gain access to facilities to help plan activities and store equipment for outdoor work and other work not dependent on public access for the buildings in the meantime.
- 4.11 Looking further ahead to the potential widening out of community centre use beyond the defined purposes (subject to public health guidance and Council resources) the CLD Adaptation and Renewal Group will develop a set of criteria within which all such requests will be assessed.
- 4.12 The maximum capacity of community centres is likely to be reduced, and therefore centres will not be able to return to providing the same level and range of activities that were provided pre-Covid 19, as the number of people who can safely be in the centre will be limited in accordance with the public health guidance at that time.
- 4.13 This offers an opportunity for the Council to work in partnership with Management Committees and other partners who are critical to the delivery of community based learning to consider what support and development is in most need in the community that the centre serves and to develop its offer around those needs

### **Resources**

- 4.14 The reopening of any Council buildings, including community centres and libraries, and their continued, ongoing safe use will require a significant level of support from facilities management and some investment in safety equipment. The Council has prioritised the reopening of schools and to that end facilities management resources are concentrated on pre-opening preparation and ongoing schools support after opening. While explicit guidance on cleaning regimes for schools is awaited at this time, there remains a risk that all available resources will be required for the operation of the schools' estate.



- 4.15 Plans to reopen community centres and libraries will be considered alongside a range of other priorities within the Adaptation and Renewal workstream under Operations and Services and all work to support the reopening of these buildings would be located within that programme.

## **5. Next Steps**

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- 5.1 That further details on the reopening of community centres and libraries are included in the wider action plans which will emerge from the Adaptation and Renewal workstream on Operations and Services
- 5.2 Community Centre Management Committee applications to reopen centres for the defined purposes will be progressed as outlined in the new procedure.
- 5.3 Work will continue to adapt and renew library services as on the outline plan.

## **6. Financial impact**

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- 6.1 Currently the Council is facing a challenge in terms of prioritising Facilities Management (FM) resource support the reopening of schools and has a working assumption that there is a lack of resource and there will be a need to move resources from other CEC buildings e.g. community centres and libraries to support schools. To accommodate any reopening of community centres will result in an additional budget pressure.
- 6.2 If budget could be identified for additional FM staff to support reopening of community centres and libraries, there is concern about the recruitment and availability of people as a significant challenge already exists with the service.

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

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- 7.1 Engagement with community centre management committees took place in October 2019 on the development of the Assurance Framework and more recently in February 2020 with North West Locality management committees, covering a wide range of matters including health and safety. Although this work was paused it could be resumed to develop a Covid 19 related assurance framework. This work would involve management committees, facilities management, business support, health and safety, fire safety and lifelong learning service staff.
- 7.2 Given the huge challenges facing the city and the need for services to adapt to what is a changed world, the Council will continue to engage with citizens on its plans for libraries and community centres adaptation and renewal.

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

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- 8.1 [Scotland's Route map through and out of the crisis](#)

## **9. Appendices**

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- 9.1 Appendix 1 Library reopening proposal
- 9.2 Appendix 2 Community Centre reopening request template and process flowchart
- 9.3 Appendix 3 Link to previous Community Centre Reopening [report](#) (P&S 9 July)

## Appendix 1

### Covid 19 Adaptation and Renewal: Library Service Offer – Re-opening Stage 1:

Service Offer	Date	Libraries		Notes
Staff return to branches to prepare for re-opening: processing stock, moving furniture, tape marking floor, installing guidance and signage, managing reservations queue etc.		Central, Craigmillar (NE)*, Fountainbridge (SW), Gilmerton (SE), McDonald Road (NE), Morningside (SE) Kirkliston (NW), Stockbridge (NW)		
		Leith (NE), Newington (SE), Portobello (NE), Ratho (SW), Wester Hailes (SW),		
	Date tbc due to building works etc.	Balerno (SW), Balgreen (SW), Blackhall (NW)**, Colinton (SW), Corstorphine (NW)**, Currie (SW), Drumbrae (NW)***, Granton (NW), Moredun (SE), Muirhouse (NW), Oxgangs (SW), Piershill (NE), Sighthill (SW), S Neighbourhood Office (SE)* S Queensferry (NW)		

\*Library is a CRC – availability tbc \*\*Library is listed as having planned building works

\*\*\*Drumbrae Library will be used as school accommodation –

## Covid 19 Adaptation and Renewal: Library Service Offer – Re-opening Stage 2:

Service Offer	Date	Libraries	Opening Hours		Notes
Libraries open to public for: <ul style="list-style-type: none"> <li>• Returns</li> <li>• Hearing aid batteries</li> <li>• Hey Girls free sanitary provision</li> <li>• Limited access to People’s Network – free p.c. and internet access for library customers.</li> <li>• limited open access lending and browsing for customers.</li> <li>• bus pass application processing.</li> </ul>		<b>Central, Craigmillar (NE)*,</b> Fountainbridge (SW), Gilmerton (SE), <b>McDonald Road (NE), Morningside (SE)</b> Kirkliston (NW), Stockbridge (NW)  <b>(Bold denotes full time hours)</b>	F/T: <b>Mon: 1pm – 5pm</b> <b>Tues: 10am – 5pm</b> <b>Wed: 1pm – 5pm</b> <b>Thurs: 10am – 5pm</b> <b>Fri: 10am – 2pm</b> <b>Sat: 10am – 2pm</b>	P/T: 1pm – 5pm 10am - 2pm 1pm – 5pm Closed 10am- 2pm 10am – 2pm	Cleaning and Quarantine processes in place. PPE for staff mandatory. Provision of Hearing Aid batteries relies on Audiology Dept. supply and delivery. Provision of sanitary items relies on Hey Girls supply and delivery. Social distancing measures Signage and guidance Cleaning facilities One in/One out system PPE mandatory inside building Test and protect process mandatory. P.C.s - prioritising access for Universal Credit, limited time per customer, booking essential
		<b>Leith (NE), Newington (SE), Portobello (NE),</b> Ratho (SW), <b>Wester Hailes (SW),</b>	As above.		As above.
	Date tbc due to building works etc.	Balerno (SW), Balgreen (SW), <b>Blackhall (NW)**,</b> Colinton (SW), Corstorphine (NW)**, Currie (SW), <b>Drumbrae (NW)***,</b> Granton (NW), Moredun (SE), <b>Muirhouse (NW), Oxbgangs (SW),</b> Piershill (NE), Sighthill (SW), S Neighbourhood Office (SE)* S Queensferry (NW)	As above.		As above.

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### Covid 19 Adaptation and Renewal: Library Service Offer – Re-opening Stage 3:

Service Offer	Date	Libraries	Opening Hours		Notes
Libraries open to public for: <ul style="list-style-type: none"> <li>• Bookbug Sessions in Libraries.</li> <li>• Group activities for children and young people in Libraries (Chatterbooks, Craft sessions, Film Clubs etc.)</li> <li>• Group activities for adults in Libraries (Knit&amp;Knatter, Book groups, ESOL classes etc.)</li> <li>• Library Lets – to community groups and organisations.</li> </ul>	will depend on social distancing and other legislation.	<b>Central, Craigmillar (NE)*,</b> Fountainbridge (SW), Gilmerton (SE), <b>McDonald Road (NE), Morningside (SE)</b> Kirkliston (NW), Stockbridge (NW)  <b>(Bold denotes full time hours)</b>	<b>F/T:</b> <b>Mon: 1pm – 8pm</b> <b>Tues: 10am – 5pm</b> <b>Wed: 1pm – 8pm</b> <b>Thurs: 10am – 5pm</b> <b>Fri: 10am – 5pm</b> <b>Sat: 10am – 2pm</b>	P/T: 1pm – 5pm 10am - 2pm 1pm – 8pm Closed 10am- 5pm 10am – 2pm	Social distancing measures Signage and guidance Cleaning facilities One in/One out system PPE mandatory inside building Test and protect process mandatory All group activities pre-booked Limited attendees
	Date tbc - depend on social distancing and other legislation.	<b>Leith (NE), Newington (SE), Portobello (NE),</b> Ratho (SW), <b>Wester Hailes (SW),</b>	As above.		As above.
	Date tbc due to building works etc.	Balerno (SW), Balgreen (SW), <b>Blackhall (NW)**,</b> Colinton (SW), Corstorphine (NW)**, Currie (SW), <b>Drumbrae (NW)***,</b> Granton (NW), Moredun (SE), <b>Muirhouse (NW), Oxcgangs (SW),</b> Piershill (NE), Sighthill (SW), S	As above.		As above.

		Neighbourhood Office (SE)* S Queensferry (NW)		
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\*Library is a CRC – availability tbc \*\* Library is listed as having planned building works \*\*\* Drumbrae library will be used as school accommodation

## City of Edinburgh Council Owned --Community Centres *Phased Reopening/Access* Approval Procedure and Form 1:

### Appendix 2a

Management Committees of CEC owned Community Centres who are considering reopening their community centre or who wish some limited access are currently required to follow this Council approval procedure. This procedure is supplementary to any existing procedures, agreements and general Council and statutory requirements. The Council reserves the right to make the final decision in these matters.

### Step 1 – Consider the latest national guidance and CEC requirements

#### Current Scottish Government Advice (Phase 3)

Community centres, youth centres and similar must remain closed unless for the purpose of hosting essential voluntary or urgent public support services, such as food banks, homeless services, and blood donation sessions.

#### The City of Edinburgh Council Position Statement

For the purposes of this approval procedure, the Council defines essential voluntary or public services as above and as such requests for other access relating to activities such as facilitating access to let holders or volunteers to access office accommodation or for volunteers to use facilities for any purpose other than those listed above will likely be refused.

Any request for reopening or limited access will be considered within the wider context of existing essential services being provided within the locality.

**Any reopening of Community Centres that requires additional Council expenditure or resources will not be approved. Examples of additional costs may include but not limited to adaptation such as screens and partitions, and extra cleaning and Facilities Management.**

### Step 2

Do you consider your proposal for reopening or for limited access to the community centre to be for the exclusive purpose of hosting essential voluntary or public services as detailed in the national guidance and meets the Council requirements in Step 1?

**No**

The Community Centre must remain closed.

**Yes**

Complete sections A1 and A2 of Form 1 below. Send to the relevant CEC Lifelong Learning Service Manager. The initial request will be considered by the Council and the form will then be returned to the Management Committee.

### Step 3

Is the initial request approved by CEC?

**No**

The Community Centre must remain closed.

**Yes**

**The Management Committee will be required to oversee the activities in the Community Centre as no Council officer will be on site. The Management Committee is therefore responsible for the safe day to day operation of the community centre and compliance with the latest national guidance, including Covid-19 requirements.**

## City of Edinburgh Council Owned --Community Centres *Phased Reopening/Access* Approval Procedure and Form 1:

Any proposed reopening plans should be consistent with: [Core public-health guidance](#) and [Safe workplace guidelines and service-specific guidance](#), including [COVID-19 – guidance for non-healthcare settings](#). The Management Committee is required to complete sections B and C of Form 1. Requested supporting evidence must be attached to the proposal.

### Step 4 – Decision by the Council

Does Form 1 and the supporting evidence provide reasonable and sufficient evidence to the Council of compliance with national Covid-19 [Core public-health guidance](#), [Safe workplace guidelines and service-specific guidance](#); including [COVID-19 – guidance for non-healthcare settings](#) and Council requirements? The Council will act on advice of the Public Health Advisory Group.

### No

The Community Centre must remain closed.

### Yes

The Community Centre is permitted to open for the exclusive hosting of essential services as detailed by the Management Committee in Form 1 and approved by the Council. The Management Committee is responsible for the continued safe day to day operation of the community centre and delivery of the essential services in accordance with existing health and safety law and national Covid-19 requirements. **The Council will not provide additional funds nor resources to reopen Community Centres and to meet existing nor any new Covid-19 requirements. Additional services or activity not detailed in the submitted Form 1 are not permitted. Any additional essential services require new approval via an updated Form 1 submitted to the Council.**

## Form 1

The purpose of this form is to assist in the approval of the safe re-opening of community centres in accordance with current national guidance.

**This form is not intended to promote a “checklist” approach to the safe reopening of community centres.** Its purpose is to assist the Council in undertaking reasonable and sufficient checks that a Management Committee is complying with national guidance and Council requirements.

Management Committees should exercise their judgement to ensure the safety and wellbeing of their staff, volunteers and visitors in accordance to national guidance.

The Management Committee is responsible for ensuring compliance with guidance and statutory requirements, not the Council.





**City of Edinburgh Council Owned --Community Centres Phased Reopening/Access Approval Procedure and Form 1:**

<p><b>Section A1 – TO BE COMPLETED BY THE MANAGEMENT COMMITTEE.</b> The person completing this form is authorised to do this on behalf of the Management Committee; judged by them to be competent in performing this task.</p>	
Community Centre name:	
Person completing this form:	Name:
	Role:
	I am authorised by the Management Committee to complete this task
<p><b>Section A2 – Initial request for reopening the Community Centre (linked to Step 1 national guidance and Council requirements). This must provide appropriate detail about all proposed services, including what are they and why are they required at this community centre? These must all be classed as <u>essential</u>. Insufficient detail will result in the form being returned and unable to proceed to Step 2.</b></p>	
Does the Management Committee consider its proposal for reopening the community centre to be for the exclusive purpose of hosting essential voluntary or public services as detailed in the national guidance and meets the CEC requirements in Step 1?	<b>Yes</b> <input type="checkbox"/>  <b>No</b> <input type="checkbox"/> If no, the Community Centre will not be approved for reopening.
The Council will not provide additional funds nor resources to reopen Community Centres and to meet existing nor any new Covid-19 requirements.  Does the Management Committee require additional funding or resources from the Council?	<b>Yes</b> <input type="checkbox"/> If yes, the Community Centre will not be approved for reopening.  <b>No</b> <input type="checkbox"/>
Description and justification of proposed reopening and delivery of essential services. Sufficient detail is required (all proposed services and activity):  [the text box will expand]	
<p><b>Please STOP and send the form to the relevant Lifelong Learning Service Manager.</b></p>	
Initial decision by the Council:	Proceed with Step 3 onwards (Sections B and C of Form 1).

City of Edinburgh Council Owned --Community Centres *Phased Reopening/Access*  
Approval Procedure and Form 1:

The proposal does not meet national guidance and/nor Council requirements. **The Community Centre is not permitted to reopen.**




**Section B**

A response is required for each question. If the Management Committee is unable to meet any of these requirements, then the Community Centre will not be permitted to reopen within the context of the current national guidance.		Yes, the Management Committee can meet this requirement	The Management Committee is unable to meet this requirement
B1	The Management Committee's proposed reopening and operation plans are consistent with <a href="#">Core public-health guidance</a> and <a href="#">Safe workplace guidelines and service-specific guidance</a> .	<input type="checkbox"/>	<input type="checkbox"/>
Additional information:			
B2	The Management Committee and delegated competent person/s will undertake an adequate health and safety check of the site concerned and deep cleaning prior to reopening. This will comply with national guidance. <b>A completed schedule/checklist for health and safety checks must be submitted with this form.</b> Checklist should be used again just prior to reopening e.g. check for deterioration (if approved). Any health and safety site concerns may result in the Community Centre not being able to reopen.   Work Place Inspection Checklist.d An example of a workplace inspection checklist: It is the responsibility of the Management Committee to adapt any templates or third-party resources to ensure they are suitable and sufficient for any Community Centre reopening and meeting Covid-19 guidance.	<input type="checkbox"/>	<input type="checkbox"/>
Additional information:			
B3	Robust infection control procedures comply with the latest national guidance. The Management Committee has its own Infection Control procedures that are robust and adequate to meet national Covid-19 requirements and provides sufficient detail to ensure the safe day to day operation of the Community Centre. <b><u>This must be submitted with this form.</u></b>   Sort Operations Sheet Infection Contr An example Council Infection Control procedure: It is the responsibility of the Management Committee to adapt any templates or third-party resources to ensure they are suitable and sufficient for any Community Centre reopening and meeting Covid-19 guidance.	<input type="checkbox"/>	<input type="checkbox"/>
Additional information:			

**City of Edinburgh Council Owned --Community Centres Phased Reopening/Access  
Approval Procedure and Form 1:**

B4	All cleaning will be carried out in accordance with <a href="#">COVID-19 – guidance for non-healthcare settings</a> . Additional requirements may apply for some specific services such as blood donation.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B5	All staff, volunteers, contractors and essential service users will be required to maintain personal hygiene throughout the day.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B6	The Management Committee is familiar with and will comply with the <a href="#">Test and Protect (Test, Trace, Isolate and Support)</a> strategy that local health boards and Public Health Scotland are implementing.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B7	The Management Committee will ensure reasonable measures that a distance of two metres is maintained between people on the premises (other than between members of the same household or a carer and the person they are assisting).	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B8	Only staff, volunteers and essential service users directly required to host and receive the essential services described in Section A will be permitted onsite.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B9	All staff and volunteers will be adequately inducted and managed to ensure compliance with the latest national Covid-19 guidance. The Management Committee is responsible for ensuring this takes place.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B10	The Management Committee has adequately assessed first aid provision. Adequate first aid provision will always be available and any Covid-19 adjustments to practice and procedures implemented as required by national guidance.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B11	The Management Committee has checked that it has adequate insurance and approval from their insurer to undertake the essential services described in Section A within the context of current national guidance regarding reopening of Community centres. As Management Committees and Community Centre operations are regarded as separate entities, the Management Committee accepts that Council insurance does not cover the day to day operation of Community Centres.	<input type="checkbox"/>	<input type="checkbox"/>

**City of Edinburgh Council Owned --Community Centres Phased Reopening/Access Approval Procedure and Form 1:**

	Additional information:		
B12	<p>The Management Committee has completed a suitable and sufficient risk assessment for the reopening and day to day operation of the Community Centre. This should incorporate Covid-19 hazards and reasonable controls. <b><u>This must be submitted with this form.</u></b> Key findings have been shared with relevant persons. These are reviewed regularly and in response to any significant concern and incident, including near misses. Any significant incidents will be reported to the Council as soon as reasonably practicable. The Management Committee accepts that the Community Centre may be required by the Council to close whilst this is investigated further.</p> <p>An example Council risk assessment resources:</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">               Establishment Risk Assessment Infection         </div> <div style="text-align: center;">               Risk Assessment Blank.docx         </div> <div style="text-align: center;">               School Operations Sheet Risk Assesmer         </div> </div> <p>It is the responsibility of the Management Committee to adapt any templates or third-party resources to ensure they are suitable and sufficient for any Community Centre reopening and meeting Covid-19 guidance.</p>	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B13	The Management Committee will facilitate and support any monitoring visits by the Council.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B14	The Management Committee will ensure it complies with any updated national Covid-19 guidance. Any concerns by the Management Committee in complying with updated guidance should result in the Community Centre being closed and the concerns reported to the Council.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
B15	In the event of staff, volunteers or visitors reporting Covid-19 symptoms during or after a visit, this must be reported as per national guidance and the Community Centre temporarily closed and advice sought from the Council before reopening.	<input type="checkbox"/>	<input type="checkbox"/>
	Additional information:		
<b>Section C</b>			
<b>Declaration by the Management Committee</b>		Yes, the Management Committee agrees to this statement	The Management Committee is unable to agree to this statement

**City of Edinburgh Council Owned --Community Centres *Phased Reopening/Access*  
Approval Procedure and Form 1:**

<p>The Management Committee understands that it is responsible for the day to day operation of the Community Centre and meeting national guidance and Council requirements.</p>		<input type="checkbox"/>	<input type="checkbox"/>
<p>The Management Committee agrees to abide by the requirements in Section B and any additional and relevant current and future Covid-19 national guidance that is relevant to the reopening and operation of the Community Centre.</p>			
<p>Management Committee Chair:</p>			
<p>Date:</p>			
<p><b>Decision by the Council:</b></p>	<p>The Community Centre is approved to reopen subject to Management Committees ongoing adherence to the requirements in Sections B and C above.</p>		
	<p>The proposal does not meet national guidance and/nor Council requirements. <b>The Community Centre is not permitted to reopen.</b></p>		
	<p><b>Additional comments by the Council:</b></p>		
	<p> </p>		
<p><b>Completed on behalf of the Council by:</b></p>			
	<p><b>Role:</b></p>		<p><b>Date:</b></p>

**CLD Adaptation and  
Renewal Group**



**Community Centre  
Change Group**



**Service Operations  
Triage Panel**

- Initial review of reopening requests to deliver essential services.
- Oversight for planning and prioritising the reintroduction of activity.

- Advises management committees on how to fulfil health and safety requirements.
- Ongoing monitoring of the reopening of buildings.

- Approves reopening requests.
- Determines if service recovery is safe and effective.
- Agrees resource requirements of requests.

# Policy and Sustainability Committee

10.00am, Thursday, 6 August 2020

## Re-opening of public conveniences

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

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- 1.1 It is recommended that Committee notes the measures and investment required in order to reopen further public conveniences in the city.

**Paul Lawrence**

Executive Director of Place

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## Re-opening of public conveniences

### 2. Executive Summary

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- 2.1 In March 2020, City of Edinburgh Council closed all its public conveniences in response to the outbreak of COVID-19. On 13 July 2020, seven conveniences were reopened. This report sets out the measures and investment required to reopen further public conveniences in the city.

### 3. Background

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- 3.1 On [9 July 2020](#) Policy and Sustainability Committee approved the reopening of seven public conveniences from 13 July 2020 to 30 October 2020. The proposed opening hours would be 11.00am until 6.00pm, seven days per week.
- 3.2 The approved amended recommendations as follows - Committee:
- 3.2.1 Note the public health guidance which has been issued by the Scottish Government in respect of the reopening of public conveniences;
  - 3.2.2 Note the operational risks and arrangements to mitigate these which are being put in place for Council owned public conveniences;
  - 3.2.3 Approve the limited reopening of Council owned public conveniences at this time as set out in in paragraphs 4.6 and 4.7;
  - 3.2.4 Remains dissatisfied with the rationale for keeping all other public conveniences closed and requests a further report in two cycles, describing what measures and investment would be required in order to allow these important public facilities to be opened as a priority;
  - 3.2.5 Note that a review of operations following reopening will be presented to the appropriate Committee in October 2020;
  - 3.2.6 Note that information currently available on the reopening of bars and restaurants as outlined in paragraphs 4.29 – 4.33;
  - 3.2.7 Note that there are not currently any national representative groups for local authorities to discuss such matters but that officers have been engaging with counterparts in other authorities in developing the plans; and



3.2.8 Agree that Edinburgh should be represented if a national group is established.

### **Public Health Guidance**

- 3.3 The Scottish Government released [guidance](#) on opening of public and customer toilets on 27 June 2020. This guidance recognises that the risk of transmission of COVID-19 is high in public conveniences given the low levels of natural light, lack of ventilation, the number of surfaces to touch and the purpose of a toilet. These risks are deemed by officers to be higher due to the age and design of public conveniences in the city.
- 3.4 The guidance calls for enhanced cleaning, over and above what is normally in place, but is not prescriptive, recognising that the requirements at each location will vary depending on a number of factors, including footfall, infrastructure and physical distancing arrangements. There is also a need to ensure that the facilities can be appropriately managed to protect customers and staff.
- 3.5 There has been no update to the guidance since Committee considered the previous report on 9 July 2020, therefore this report assumes that the same measures taken to reopen the seven facilities on 13 July would also need to be in place if any further facilities are to be reopened.

### **Reopening of Cafes, Bars and Restaurants**

- 3.6 The Scottish Government Routemap enabled cafes, bars and restaurants with outdoor areas for tables and chairs to begin reopening from 6 July 2020, with indoor facilities reopening from 15 July 2020.

### **City of Edinburgh Council Public Conveniences**

- 3.7 The age and design of the Council's public conveniences increase the risk of virus transmission. Further, many are not compliant with the current Disability Discrimination Act (DDA) requirements.

## **4. Main report**

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- 4.1 The City of Edinburgh Council is responsible for 21 public conveniences across the city. There are two further public facilities within the Pentland Hills Regional Park which the Council is jointly responsible for, with Midlothian and West Lothian Councils.
- 4.2 Since 9 July 2020, seven facilities have been reopened in the city's premier parks and seaside locations.
- 4.3 Early feedback from the reopened facilities has indicated that generally the measures put in place are working well and that they are operating effectively. However, demand is extremely varied, mainly based on the weather.
- 4.4 On days where the weather is sunny and bright, particularly in the Meadows and at Portobello, there is demand for facilities to be open longer. However, on wet or cold days, demand has been low.

- 4.5 It is difficult to provide more flexible opening hours, managing opening on the basis of demand, therefore it is not proposed to make any changes to the operational hours of the open facilities at this time.
- 4.6 A report on the operations of these facilities is due to be presented to Committee in October 2020.

**Measures to reopen other facilities**

- 4.7 Following the meeting on 9 July, the remaining public conveniences have now been assessed and details of the measures and investment required has been prepared and is set out in Appendix 1.
- 4.8 The measures outlined for each facility are based on public health, health and safety and remedial works which would be required to enable the facility to be reopened.
- 4.9 There are three facilities which have not been used for a number of years, or where significant improvements to the facilities would be required before consideration to reopening could be given. These are:
  - 4.9.1 Hunter Square;
  - 4.9.2 Hermitage of Braid; and
  - 4.9.3 The Mound.
- 4.10 In addition, the Council had previously leased a building in Middle Meadow Walk. This property has been significantly damaged by water ingress and would require significant improvement before it could be reopened. However, a review of the property ownership for this building shows that the land has been acquired by Quartermile and included within a planning application for development within this site.
- 4.11 On that basis, officers consider that these facilities should not be considered for reopening at this time.
- 4.12 As reported previously, while it is not possible to eliminate the risk of transmission of COVID-19 without the closure of public conveniences, the following should be considered in deciding whether to reopen facilities:
  - 4.12.1 The safety and wellbeing of staff and customers being paramount;
  - 4.12.2 The public conveniences would always need at least one member of staff on site during opening hours to maintain public safety. The attendants for the seven reopened facilities are agency staff, employed through Pertemps, as there were no volunteers for repurposing. (Committee is asked to note that Pertemps may not be able to provide adequate staffing to reopen all of the remaining conveniences and that recruitment and retention of agency staff can be difficult);
  - 4.12.3 Critical control points need to be identified at each facility for both customers and staff with appropriate measures introduced to support

physical distancing, particularly to ensure safe physical distancing can be maintained while customers are queuing;

- 4.12.4 Appropriate supplies of hand sanitisers, soap, paper towels and cleansing products will be required;
  - 4.12.5 Adequate Personal Protective Equipment (PPE) will be required for staff at each facility;
  - 4.12.6 At some locations, restrictions will be required to limit the number of people allowed within the facility at any one time. Based on the officer assessment of the facilities which remain closed, this would apply to all of the remaining facilities;
  - 4.12.7 Additional signage will be required in and around the facilities to remind customers of the current guidance on hygiene and hand washing. This will need to be updated if guidance changes;
  - 4.12.8 Customers need to be aware that the facilities are not open to anyone displaying symptoms of the virus;
  - 4.12.9 Each facility will require an operational plan which sets out the cleansing regime, the physical distancing arrangements and other local arrangements;
  - 4.12.10 Appropriate risk assessments and safe working practice arrangements will be required; and
  - 4.12.11 Issues of people urinating or defecating in public places are continuing in some locations, even where conveniences have reopened.
- 4.13 A number of minor repairs are required at many of the conveniences before they could be reopened. For the seven which were previously reopened, the Council's Housing Property team undertook the remedial works required extremely quickly. However, they have confirmed that it would not be possible to do remedial works at the other facilities so quickly and therefore external support may be required.

#### **Pentland Hills Regional Park**

- 4.14 In addition to the 21 public conveniences owned by City of Edinburgh Council, there are two facilities within the Pentland Hills Regional Park. One of these facilities, at Harlaw House Visitor Centre is the responsibility of City of Edinburgh Council, with the other, at Flotterstone, the responsibility of Midlothian Council. As responsibility for the management of the Pentland Hills Regional Park rests with City of Edinburgh, Midlothian and West Lothian Councils, any decision to reopen public conveniences would need to be considered by the Pentland Hills Regional Park Joint Management Committee to ensure consistency of approach.
- 4.15 Officers are reporting particular issues around Harlaw Reservoir while this toilet is closed.

## **Patronage**

- 4.16 In 2019, sensors were installed in the majority of the Council's public conveniences. The data provides a high level analysis of the number of people using these facilities.
- 4.17 Due to COVID-19 it is difficult to use this data for comparator purposes. In some cases for example at Hawes Pier, Castlehill and Castle Terrace, footfall is likely to be significantly lower than in previous years. While for other locations, patronage is likely to have increased as more people are exercising and relaxing closer to home.

## **Public Conveniences on Bus Routes**

- 4.18 The table in Appendix 1 highlights the public conveniences which are on bus service routes in the city. Lothian Buses have indicated that these play a key part of driver welfare.
- 4.19 However, as set out in paragraph 4.9, a small number of these toilets have been closed and would require significant investment to reopen.

## **Alternative Arrangements**

- 4.20 Officers are currently investigating options for utilising other methods of cleaning for facilities, as part of a wider corporate approach to cleaning Council buildings.
- 4.21 An update on these investigations will be included in the October 2020 report.

## **5. Next Steps**

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- 5.1 If Committee decides to reopen any additional public conveniences, arrangements will be made to implement this as soon as it is safe to do so.
- 5.2 Officers will continue to monitor all open facilities, to deal with any immediate issues as they arise (in accordance with the decision-making process set out in each operational plan) and to respond to requirements to change arrangements if the need arises.
- 5.3 A follow up report will be presented to the appropriate Committee in mid-October

## **6. Financial impact**

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- 6.1 Officers estimate that the average cost of reopening each facility would be in the region of £12,000 for 10 weeks (to 31 October 2020), excluding the cost of any minor remedial works.
- 6.2 If Committee were to decide to reopen all of the remaining facilities (with the exception of the three which would require significant repair works to be carried out) the maximum anticipated cost would be in the region of £152,000 (excluding the cost of any minor remedial works).
- 6.3 Any further costs associated with the reopening of public conveniences cannot be met from the service budget.

- 6.4 The public conveniences which remain closed may be subject to empty property relief.

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

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- 7.1 An integrated impact assessment is being developed for the facilities which have already reopened. Equality issues remain an important consideration; disabled people may be particularly disadvantaged if public toilets are not reopened.
- 7.2 There are wider local environmental impacts if public toilets are not reopened, in areas where people are congregating.

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

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- 8.1 None

## **9. Appendices**

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- 9.1 Appendix 1 - Public toilet usage including usage data.

## Appendix 1: Public Conveniences with 2019 Patronage Information

### Public Conveniences - Reopened 13 July 2020

Toilet	Bus Route	Average daily patronage (July – August 2019)
Bruntsfield Links	*	270
Cramond		168
Hawes Pier (South Queensferry)	*	615
Hope Park	*	267
Pipe Lane		314
Ross Bandstand (PSG)	*	293
The Courtyard (Saughton Park)		This facility was not open in 2019

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### Public Conveniences – Measures to Reopen

There are a number of measures required to reopen any of the listed facilities in addition to ensuring adequate staffing is in place. These are:

- Legionella flushing;
- Installing public health signage;
- Deep clean of facilities;
- Minor remedial repair works to enable facility to reopen (e.g. installation of hand sanitiser dispensers, hand towel boxes, replacing toilet seats); and
- Internal adjustments (e.g. closing cubicles if more than one to maintain physical distancing).

In addition, the following table shows the specific measures which would require to be addressed before reopening, with information on the operating measures which would be required once open.

Toilet	Specific Measures	Operating Measures	Bus Route	Average daily patronage (July – August 2019)
Bath Street		Only one person in facility at any time		273
Cammo	Facility normally only open when visitor centre is open (Thursdays and Sundays). Visitor centre currently closed.	Single cubicle with limited space available to queue		Usage data not available but anecdotal information suggests usage numbers are low
Castle Terrace		Only one person in facility at any time		227
Castlehill		Only one person in facility at any time		994
Colinton		Only one person in facility at any time	*	60
Hamilton Place	Scottish Water have repaired water main. Some on-going leakage has been reported to Scottish Water.  Arrangements to enable safe queuing outside of the facility are required.	Only one person in facility at any time The Spaces for people programme is introducing additional pedestrian space outside the facility which will be monitored to ensure that this can support safe queuing.	*	123
Hermitage of Braid	Has been closed for significant time due to extensive damage and repairs required.	Not applicable	*	This facility was not open in 2019
High Street (South Queensferry)		Only one person in facility at any time		109
Hunter Square	Has been closed for significant time due to extensive damage and repairs required.	Not applicable	*	This facility was not open in 2019
The Mound	Has been closed for significant time due to extensive damage and repairs required.	Not applicable	*	This facility was not open in 2019
Nicolson Square	Engagement with Police Scotland required in advance of opening due to previous issues with anti-social behaviour.	Two attendants would be required in this facility during opening hours.	*	514

		Only one person in facility at any time		
<b>Winter Gardens (Saughton Park)</b>	Physical distancing in queues outside building difficult to maintain.	Would require queuing arrangements outside of the building to provide a safe space for queuing.  Only one person in facility at any time		This facility was not open in 2019
<b>Taylor Gardens</b>	Engagement with Police Scotland required in advance of opening due to previous issues with anti-social behaviour.	Only one person in facility at any time	*	432
<b>West End (Princes Street Gardens)</b>	Physical distancing in queues outside building difficult to maintain.	Unable to maintain appropriate arrangements for queuing.	*	404

**Pentland Hills Regional Park**

<b>Toilet</b>	<b>Measures to reopen</b>	<b>Operation</b>	<b>Average daily usage (July – August 2019)</b>
<b>Harlaw House Visitor Centre</b>	Legionella Flushing Public Health Signage Deep clean of facilities Minor remedial repair works to enable facility to reopen Internal adjustments	Single person in at one time.	Information not collected



# Policy and Sustainability Committee

10.00am, Thursday, 6 August 2020

## Supporting Local Businesses in Edinburgh – Road Occupation Permits for Tables and Chairs

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

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- 1.1 It is recommended that Policy and Sustainability Committee approve the proposal set out in this report to waive fees for road occupation permits for tables and chairs from 1 July 2020 – 31 October 2020.

**Paul Lawrence**

Executive Director of Place

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## Supporting Local Businesses in Edinburgh – Road Occupation Permits for Tables and Chairs

### 2. Executive Summary

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- 2.1 This report responds to the request from the City of Edinburgh Council meeting on 28 July 2020 that the costs for outdoor spaces be reviewed and to bring forward a proposal for fees associated with licensing of outdoor spaces for eating, drinking and other similar activities.

### 3. Background

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- 3.1 On [28 July 2020](#) the City of Edinburgh Council approved a report on Supporting Local Businesses in Edinburgh.
- 3.2 In addition to the report recommendations, Council also approved the following Addendums:
- 3.2.1 Council notes that a local Champions network will be established with individuals from local businesses, Traders Associations and/or Community Council to enable the Council to consult directly with local businesses on the additional action which they would like the Council to take to provide further support within the Spaces for People and other economic recovery programmes;
- 3.2.2 Asks that Officers engage immediately with trade bodies and work with the Local Champions network to quickly agree a policy proposal regarding licencing of outdoor spaces for eating, drinking and other similar activities; including exploring deferral of fees and discount for small businesses;
- 3.2.3 In the event that a policy is proposed which has a financial impact beyond the existing Spaces for People budget, that the proposed policy is brought to the next Policy and Sustainability Committee for consideration;
- 3.2.4 Notes City Centre businesses are suffering from severely reduced footfall because of the absence of both tourists and office workers who amounted to 25 – 30,000 incoming visitors per day and there is currently a reduction of 85 – 90% in footfall; notes that this is unlikely to change until Scottish Government Covid-19 guidance changes but recognises that there is an

urgent need to support these businesses in the immediate term, Therefore, and requests that officers further review the speed and costs of licensing outdoor spaces in order to deliver animation to the City Centre to support it through this very difficult trading time.

- 3.3 The 28 July report reported that a new application form and key principles have been established to streamline the process for businesses applying to use outdoor space.
- 3.4 On [20 February 2020](#) the City of Edinburgh Council set fees and charges for the financial year 2020/21.
- 3.5 Road occupation permits for [tables and chairs charges](#) were set as below from 1 April 2020:
  - 3.5.1 £132.00 per square metre within the World Heritage Site; and
  - 3.5.2 £105.00 per square metre outwith the World Heritage Site.
- 3.6 Tables and chairs permits allows anyone who sells food or drink to put tables and chairs on a public pavement between 9am and 9pm, seven days per week.
- 3.7 In response to the outbreak of COVID-19, the Council's Incident Management Team agreed to retain the charges for tables and chairs permits at 2019/20 costs of:
  - 3.7.1 £126.00 per square metre within the World Heritage Site; and
  - 3.7.2 £100.00 per square metre outwith the World Heritage Site.
- 3.8 The United Kingdom Government introduced lockdown restrictions in March 2020 to minimise the spread of COVID-19. The Scottish Government route map to relax these restrictions included permitting the reopening of bars and restaurants outdoors from 6 July 2020 and indoors from 15 July 2020.

## **4. Main report**

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- 4.1 Since the reopening of outdoor areas for bars and restaurants has been permitted, a number of individual businesses and local representative groups have requested that the Council reduces or removes the charges in place for tables and chairs permits to enable them to ensure that safe physical distances can be maintained when customers are visiting their premises.
- 4.2 Although the Local Champions Network is not yet fully established, Council officers have been working with organisations such as Essential Edinburgh, West End BID and local High Streets since early summer to understand the challenges businesses are facing in recovering from the impact of COVID-19.
- 4.3 Committee is asked to consider waiving charges for all new road occupation permits for tables and chairs for the period of 1 July 2020 to 31 October 2020 for all businesses.

- 4.4 Businesses will still be required to apply for tables and chairs permits, and the standard conditions will need to be met, however no charges will be levied for this time period. Refunds would be applied to any business which has already been granted a permit where payment has been received.
- 4.5 Whilst the Addendum that was approved by Council did ask for consideration of the application of a discount for small businesses, it is the view of officers that the administration of such a discount will add time to the process for issuing tables and chairs permits and will create unnecessary delays and frustration for business. It is therefore proposed that a blanket removal of permit fees is applied across all business for the time period 1 July 2020 to 31 October 2020.

## 5. Next Steps

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- 5.1 If Committee approves the proposal outlined in this report, no charges will be applied for the duration of the permit up to 31 October 2020. Any business which has already been granted a permit for which payment has been received will receive a refund for any payment which covers the period from 6 July to 31 October 2020
- 5.2 If Committee does not approve the proposal, all applications for tables and chairs permits will continue to be subject to fees per square metre of £126.00 in the World Heritage Site and £100.00 outwith the World Heritage Site.

## 6. Financial impact

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- 6.1 In 2019/20 the Council raised circa £0.380m from fees and charges associated with tables and chairs permits across the city.
- 6.2 On [23 July 2020](#) Policy and Sustainability Committee received an update on the Council's revenue budget for 2020/21. This recognised that there would be a net loss of income across the Place directorate. The net loss anticipated from tables and chairs permits included within this report was £0.3m. This has been included in the Council's estimate of lost income and additional expenditure related to COVID-19. The details of any income compensation scheme in Scotland have not yet been announced but it is anticipated that this will be included in any City of Edinburgh Council submission.
- 6.3 Given that this reduction would only apply from 1 July to 31 October 2020, there is still scope for income to be generated from permits issued after this date. However, this cannot be accurately estimated at present.
- 6.4 The City of Edinburgh Council has been allocated £5m from the Scottish Government's Spaces for People programme to create safe spaces for walking, cycling and wheeling. This funding has been committed to developing and delivering schemes across the city. It should be noted that this funding allocation would not be permitted to be used to subsidise tables and chairs permits.

- 6.5 The Addendum to the 28 July 2020 report outlined in paragraph 3.2.3 requested that, if the impact cannot be met from the Spaces for People allocation, it should be brought forward to Committee for consideration.

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

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- 7.1 The lockdown measures introduced in response to the Covid-19 pandemic meant that many businesses had to pause trading. As lockdown restrictions begin to ease, the priority of the Council is to support businesses to recover while ensuring that appropriate public health measures are introduced to protect both staff and the public.
- 7.2 Engagement with businesses directly and through representative organisations has already taken place and will continue. In addition, when the new local business Champions Network is established, officers will also engage with them on this issue.

## **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

10.00am, Thursday, 6 August 2020

## Roseburn to Union Canal Active Travel Route and Greenspace Improvement

<b>Executive/routine</b>	Executive
<b>Wards</b>	6 - Corstorphine/Murrayfield 7 - Sighthill/Gorgie 11 - City Centre
<b>Council Commitments</b>	<a href="#">16</a> , <a href="#">17</a> , <a href="#">18</a> , <a href="#">19</a> , <a href="#">43</a>

### 1. Recommendations

1.1 It is recommended that the Committee:

- 1.1.1 notes the work undertaken to date to develop proposals that will deliver both an important new active travel route and significant improvements to the quality and accessibility of local greenspaces, including Dalry Community Park;
- 1.1.2 notes the anticipated programme for the delivery of the project; and
- 1.1.3 approves the undertaking of further work, including a package of enabling works comprising of site clearance, ground investigation and excavations to locate existing underground services. These works are necessary to complete the design of the proposals and to procure delivery.

**Paul Lawrence**

Executive Director of Place

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## Roseburn to Union Canal Active Travel Route and Greenspace Improvement

### 2. Executive Summary

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- 2.1 This report summarises the work undertaken to date on the Roseburn to Union Canal Active Travel Route and Greenspace Improvement project. The aim of this multi-million pound scheme is to transform the quality of walking and cycling connections and provide a new green corridor with attractive, accessible amenity space. The project will significantly improve connectivity across the city and will improve the quality and accessibility of local greenspaces, including Dalry Community Park.
- 2.2 The report explains that the project will deliver a significant net increase in the number of trees along the route and will transform two currently inaccessible, unmanaged and largely unused areas of vegetation into high quality, more diverse, managed woodland however some trees will also be removed along the route. The reasons for doing so are explained in the report. Both the landscaping and ecological issues will be carefully managed to ensure that the net impact overall is a positive one.
- 2.3 The report also provides an update on the key activities in delivery of the project and seeks approval to undertake the further work, including a package of enabling works comprising of site clearance, ground investigation works and excavations to locate existing underground services, necessary to complete the design of the proposals and to procure their delivery.

### 3. Background

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- 3.1 The Roseburn to Union Canal project is a multi-million pound scheme that will provide a high quality green corridor and improved public open space and is identified for delivery within the Council's [Active Travel Action Plan 2016](#).
- 3.2 The project will also contribute to a number of Council and city priorities including:
- 3.2.1 the city's net zero carbon target by 2030 through improvements to walking and cycling;



- 3.2.2 the ambition for Edinburgh to be a “[Million Tree City](#)” by 2030 through the planting of 4,790 new trees within the three sections of the project area;
  - 3.2.3 the adopted [Edinburgh Local Development Plan](#) 2016 by extending and enhancing Dalry Community Park to meet existing deficiencies in provision;
  - 3.2.4 the emerging City Plan 2030 [main issues](#) targets for Edinburgh to be: a sustainable city which supports everyone’s physical and mental wellbeing; and a city where you do not need to own a car to move around;
  - 3.2.5 Edinburgh’s [open space strategy](#); and
  - 3.2.6 the Council’s [Biodiversity Action Plan 2019-21](#) by opening up and improving disused areas of green open space to the general public.
- 3.3 In addition, the project will contribute to the Scottish Government national indicator of progress by improving access to local greenspace which is used to measure delivery of the National Outcomes of a healthier, safer and stronger, wealthier and fairer, smarter and greener Scotland.

## 4. Main Report

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### Project Summary

- 4.1 The project will:
- 4.1.1 transform the quality of walking and cycling connections from the North Edinburgh Path Network (NEPN) and QuietRoutes 8 and 9 (West Edinburgh) to the Union Canal and onwards to the Meadows and Southside, as well as southwest Edinburgh and National Cycle Network route 75 (NCN75);
  - 4.1.2 significantly improve connectivity across the city, by completing an important missing link in the walking and cycling network, linking the existing Roseburn Path near Russell Road to Fountainbridge, via new off-road paths passing through areas of greenspace, and providing an off-road cycle path adjacent to the West Approach Road, terminating at Morrison Crescent. A plan of the route is included as Appendix 1;
  - 4.1.3 provide better access to greenspace and deliver improvements to Dalry Community Park by creating a new green corridor in the west of the city, with improved public open space for the local community, alongside those using the active travel route as part of a longer journey. New or improved accesses will be provided at several key locations which will enable pedestrians and cyclists of all ages, as well as people with mobility issues, to enjoy the areas of greenspace and experience the mental and physical benefits that this will bring about;

- 4.1.4 create a series of well-defined spaces by transforming three, already distinct, sections of the project route. These three sections have been informally named by the design team as Sauchiebank Gardens, Duff Street Woodland and Dalry Community Park. The Sauchiebank and Duff Street sections, which are currently characterised by scattered woodland habitat, are to be enhanced and connected to Dalry Community Park; and
- 4.1.5 involve the removal of existing trees, and some other changes to the local environment along the route. Both the landscaping and ecological issues will be managed to ensure that the net impact overall is a positive one and the project will result in a significant net increase in the number of trees along the route, as well as a higher quality, more diverse and better managed woodland.

### **Progress to date**

- 4.2 Work began on development of preliminary proposals in 2015, with an extensive public and key stakeholder consultation undertaken over a seven week period between November 2015 and January 2016. This allowed people to view the proposals and provide comment and feedback. The consultation process included the distribution of leaflets to local residents and businesses and drop-in sessions at local venues.
- 4.3 Key themes emerging from the consultation were:
  - 4.3.1 strong support for the proposals was expressed by the vast majority of respondents;
  - 4.3.2 the importance of retaining the green space feel and biodiversity, whilst balancing with safety through adequate lighting and passive security was recognised;
  - 4.3.3 concern over a lack of continuity in cycle infrastructure and indirect links between the proposed path and the surrounding street network;
  - 4.3.4 the importance of the proposals creating a child friendly environment; and
  - 4.3.5 preference for either a wider path to prevent conflict between pedestrians and cyclists, or demarcated areas to separate uses and avoid conflict.
- 4.4 In response to this feedback, the project team made various changes to the proposals, including:
  - 4.4.1 developing a tree protection strategy and a replanting strategy for new trees and vegetation between the proposed path and adjacent properties to recognise that there would be a loss of trees on the route;
  - 4.4.2 designing landscape proposals to increase the biodiversity of the route through planting native trees and shrubs and creating areas of wildflower meadow;
  - 4.4.3 improving access points, including an additional access at Duff Street;

- 4.4.4 undertaking a 'Spaceshaper consultation' with Primary 6 school children from Dalry Primary School. This concluded that the park is a valued community asset which needs to be improved but there were fears that it will be subjected to vandalism again in the future. The children expressed a desire for places to sit and for exciting play equipment to be incorporated. As a result of the consultation, further consideration was given to security measures, the use of robust materials and the design of the park to ensure its longevity and success, with on-going maintenance planned. The new design for the park took account of varied age groups, whether to segregate cyclists and pedestrians, improved lighting and sightlines through the park and opportunities for active team play, seating and nature interpretation; and
- 4.4.5 increasing the path width to 4.0m to provide additional space for both pedestrians and cyclists.

- 4.5 A second, more limited local consultation was undertaken in June 2019 to assist with further refining the proposals.
- 4.6 Design work on the proposals is now well advanced and the project team are working closely with colleagues in other services, particularly in relation to landscaping and ecological issues. However, in order to complete the designs, a package of enabling works, comprising of site clearance, ground investigation and excavations to locate existing underground services is required and Committee are asked to approve this being progressed.
- 4.7 As Planning Consent will be required for the project, work is underway to prepare for the Planning Application to be submitted in August 2020.
- 4.8 The key areas of activity are summarised in paragraphs 4.9 – 4.29.

### **Green Corridor and Public Open Space**

- 4.9 An integrated design strategy is being developed to maximise opportunities to re-energise the existing outdoor amenity space that exists along the route.
- 4.10 This recognises that several sections of the route, including the areas of open space adjacent to Russell Road/Sauchiebank and the West Approach Road/Duff Street Lane are currently inaccessible to the public and unusable in terms of amenity space. Both of these sections are characterised by considerable amounts of rubbish and other deleterious materials and do not benefit from any formal maintenance regime.
- 4.11 The proposals therefore will enable a wide range of users to access a new green corridor that will provide high quality outdoor amenity space where it does not currently exist. This will enable local people to benefit from access to nature, exercise and attractive and welcoming green open space.

## **Dalry Community Park**

- 4.12 The existing park is an uninspiring space that is underused and is characterised by vandalism and neglect. However, as a result of this project's proposals the park will be revitalised and re-imagined and will benefit from the following improvements:
- 4.12.1 the existing play park will be fully revitalised, with a new layout and equipment for use by a mix of ages;
  - 4.12.2 the existing sports pitch will be resurfaced and new perimeter fencing will be installed;
  - 4.12.3 the park will have full lighting, seating and wayfinding information for maximised day and evening use;
  - 4.12.4 the existing open landscape will be reimagined, with new shared-use paths integrated within a planted multi-functional park space; and
  - 4.12.5 improved access points will be provided from Dalry Road, Lidl car park and the Telfer Subway.
- 4.13 The improvements will create a welcoming and inspiring focal point for social interaction by a wide variety of user groups. The aim is to create a space that is vibrant and where people feel safe.
- 4.14 Along with the opening of the other two sections of open space, these improvements will have demonstrable benefits to the local community; through enhanced access to play and exercise in a pleasant green space and therefore improved mental and physical wellbeing.

## **Active Travel Route**

- 4.15 The creation of a new shared-use pedestrian and cycle path, including new bridge crossings over the Mid-Calder railway line and Dalry Road has been designed to:
- 4.15.1 deliver a high-quality walking and cycling route built to current off-road design standards and best practice guidance; and
  - 4.15.2 improve connectivity across the city, by completing an important missing link in the active travel network to connect the NEPN to Fountainbridge. An onwards connection to the Union Canal will then be provided via a separate active travel project for Dundee Street and Fountainbridge, which is currently also under development.

## **Impact on existing trees**

- 4.16 The planned enabling works and subsequent project delivery will result in the loss of existing trees in all three sections, initially to allow for the enabling works and subsequently for delivery.
- 4.17 A long-term strategy for creating and managing a healthy and diverse tree population, greater in number than that which currently exists has been developed.

- 4.18 Since the closure of the Caledonian railway line in the 1960s nature has encroached and the existing trees in this area are typical of the natural succession of redundant railway infrastructure. The oldest trees are of a similar age, approximately 40 to 50 years old.
- 4.19 There are 1,286 trees that have been recorded in the boundary of the proposed scheme. Up to 862 of these trees could be required to be removed as part of the scheme, leaving 424 trees. It should be noted that the independent tree survey of the area (conducted in line with British Standard 5837:2012) has identified that 504 (58%) of these trees are rated as category C or category U with a remaining lifespan of up to 20 years. Only five of the 862 trees were identified as being category A (high quality with an estimated lifespan of at least 40 years).
- 4.20 Efforts are ongoing to investigate possible measures to minimise the impacts on existing trees, especially where these are large or of high quality and to minimise tree loss where this is solely required to gain access to site investigation or construction areas.
- 4.21 As part of the scheme it is proposed to plant 4,795 replacement trees within the three landscaped spaces which will improve the diversity and quality of trees within the project area. The majority of trees that will be planted will be native woodland species. These will be a mix of Semi-mature (SM), Extra Heavy Standard (EHS) and whips/transplants. The SM and EHS trees will be planted at varying centres but they will be set out to their mature spacing, with no expected felling, while the whips and transplants will be thinned over the next 25 years in order to establish a healthy woodland. Following best practice guidance, it is expected that selectively felling the trees during establishment at years five, 10/15 and 25 will result in an approximately 50% reduction in the number of trees. Therefore, at year 25 the number of trees within the three landscape areas will be the 2,422 whips and transplants, in addition to the 185 SM and EHS trees. Combined with the original trees to be retained, this would result in 2,607 trees; over double the number that are currently present.
- 4.22 Trees and woodlands are a vital part of Edinburgh's landscape. The [Trees in the City Action Plan](#) outlines the Council's general principles as follows:
- 4.22.1 improving biodiversity;
  - 4.22.2 storing CO2 from the atmosphere;
  - 4.22.3 providing shelter in Winter and shade on hot days;
  - 4.22.4 health benefits – including removing harmful particulates from the air;
  - 4.22.5 relieving localised flooding; and
  - 4.22.6 a range of other benefits.
- 4.23 The landscape architect for the project has summarised the impacts of the proposed changes to landscaping, trees and other planting as follows in paragraphs 4.24 to 4.27.

- 4.24 The existing grouping of trees on the site is typical of redundant railway and infrastructure landscape from the 1960s. They are predominantly self-seeded Willow, Alder and Birch, which are of the same stature, health, and age. Individually the trees are insignificant and contribute little to the landscape value. As a grouping they do provide a degree of biodiversity and ecological habitat but this is reduced by the limited variety of species and age diversity. Many of the trees are also in poor condition and require immediate work to make them safe, especially as the project proposes to make these areas accessible to the public.
- 4.25 Those trees that are of better quality lie to the edges of the site and will have existed while the railway was operational, they are more mature. Proportionally more of these mature trees are retained as they do not sit upon or adjacent to the proposed route of the new path. Visually they create a back drop to long city views and a screening/privacy to tenement housing from immediate views, and the project proposals respect this with the intent to maintain these qualities.
- 4.26 The proposed woodland and tree planting will establish a diverse native and balanced woodland, encouraging greater access for amenity and education. Dalry Primary School for example has expressed a desire to use the Duff Street Woodland section for forest schools. Through careful management the trees will establish and create a diverse habitat with an increase in species diversity, mixing evergreen with deciduous, they will develop to reinforce the wildlife corridor which exists northwards. This project is a long-term management project to establish a healthy woodland and habitat over generations, moving on from the unsustainable condition of the existing homogeneous industrial corridor.
- 4.27 As well as the peripheral benefits of education to local schools the improved access to trees and green spaces will be beneficial to health and wellbeing, the area will be safer, and attractive at all times of day and year, with improved lighting and clear sight lines. The woodland and tree planting proposed will combine with the areas of native wildflower meadows to increase the biodiversity of the area. Using best practice guidance, the project can demonstrate through species diversity, structure and increased areas that it provides a biodiversity net gain.

#### **Further Work Towards Project Delivery**

- 4.28 The Council has procured Balfour Beatty, through the SCAPE Civil Engineering Framework Agreement, to take the project through the Pre-Constuction phase. As part of this process, the contractor has produced a feasibility report, which indicates a projected construction cost of £4.8 million.
- 4.29 To progress the project to the delivery stage it is now necessary to undertake a package of enabling works, comprising of site clearance, ground investigation works and excavations to locate existing underground services. The information arising from this exploratory work will allow the design to be completed and the projected construction cost to be refined by the contractor into a proposed contract cost.

## 5. Next Steps

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- 5.1 The Planning Application is scheduled to be submitted in August 2020. This will carry a 16-week determination period and will be referred to the Development Management Sub-Committee in due course
- 5.2 Subject to the approval of this report the enabling works are programmed to commence in September 2020. A protected species/habitat survey will be carried out no less than 48 hours prior to any heavy plant being brought onto the site. This will determine, primarily, whether there are any bats or nesting birds evident in the trees impacted upon by the works. Should this survey determine that works can proceed then tree clearance works will take place between late September and early November to prepare the site for construction works. Ground investigation works will also be undertaken in mid to late October.
- 5.3 The tree planting mix will be revisited to review the potential to include fruit trees as part of planting mix at appropriate locations along the route and to determine the landscape maintenance regime that will be required going forward.
- 5.4 The project team and the contractor will explore ways to reduce tree removal wherever possible. Heavy plant is required to be taken onto the site to undertake the site investigation works however, if possible, access routes will be chosen to minimise impacts on trees.
- 5.5 Further design work is also required to minimise the potential impact on trees of the proposed off-road cycle path adjacent to the West Approach Road, between the Telfer Subway and Morrison Crescent. The roadside verge in this area contains an avenue of circa 35 semi mature lime trees that provide visual, particulate and noise screening between the road and adjacent residential properties. They also contribute significantly to the nature of the corridor and to longer distance views of this part of the city.
- 5.6 Options to allow the path to be delivered with the minimum possible impact on these trees will therefore be fully investigated. To allow sufficient time for this work to take place, it may be necessary to deliver the project in a phased manner, with this section proceeding as a later phase to the remainder of the route.
- 5.7 Subject to the acceptability of the contractor's proposed contract cost and the granting of Planning Consent, approval will be sought from the appropriate Committee to appoint the framework contractor as the Principal Contractor for the project. It is expected that this approval would be sought in early 2021 and that delivery of the project would commence in late spring or early summer 2021 and take around a year to complete.

## **6. Financial Impact**

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- 6.1 The overall project cost estimate is approximately £9.5m, made up of around £0.860m for project management and design development and £8.64m for construction costs. A 20% allowance for contingency and risk has been included within this construction budget, to reflect costs which cannot currently be accurately quantified; such as those relating to the implementation and design of a lighting scheme, ground investigation works, land purchase, underground utility diversionary or protection works and the impact of Covid-19 on the supply chain.
- 6.2 The project benefits from a multi-year funding agreement from Sustrans Scotland, who will fund 100% of design costs and 50% of construction costs through the Places for Everyone funding programme. The overall impact on Council budgets is expected to be approximately £4.320m, including contingency and risk, and this will be met from funding approved for the delivery of the Council's Active Travel Investment Programme.
- 6.3 This report sets out Council funded capital expenditure of £4.320m. The loans charges associated with this over a 30-year period would be a principal amount of £4.320m and interest of £3.670m, resulting in a total cost of £7.990m based on an assumed loans fund interest rate of 4.386%. This represents an annual cost of £0.266m to be met from the corporate loans charge budget. Borrowing will be carried out in accordance with the Council's Treasury Management Strategy.

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

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- 7.1 An extensive public and key stakeholder consultation was undertaken over a seven week period between November 2015 and January 2016 and a summary of the key issues arising from this is included in the Main Report. A second, more limited local consultation was undertaken in June 2019. Further details are available in background papers for this report.
- 7.2 An Integrated Impact Assessment for the project is currently being developed.
- 7.3 The proposals have received widespread public support over two separate consultation exercises. The first public consultation was held over a seven-week period in 2015-16 and established that 96.5% of respondents agreed that there is a need to invest in walking and cycling in the Roseburn to Union Canal area and that 95% were in support of the proposals.
- 7.4 The follow up engagement exercise undertaken in 2019 again demonstrated widespread support for the project.



- 7.5 In order to keep key stakeholders informed of progress to date and key milestones in the upcoming programme, online briefing sessions were held with members of Edinburgh and Lothians Greenspace Trust on 13 July 2020 and Gorgie Dalry Community Council on 17 July 2020. Both organisations expressed their support for the project and offered useful feedback and further suggestions for improvements to the scheme which are being considered. The project team have also committed to continuing discussions with them, and a Community Council discussion is scheduled for the evening of the 7 September 2020.

## **8. Background Reading/External References**

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8.1 [Play Area Action Plan 2011 – 2016](#)

8.2 Planning and Access Statement

8.3 2016 Consultation Report

8.4 Arboricultural Survey

Items 8.2, 8.3 and 8.4 are available by contacting the Council's Active Travel Team ([ActiveTravel@edinburgh.gov.uk](mailto:ActiveTravel@edinburgh.gov.uk))

## **9. Appendices**

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9.1 Appendix 1 – Plan of the route.

# 1.1 City Context

The Roseburn to Union Canal Path link is a proposed strategic link for cyclists and pedestrians at the western side of Edinburgh city centre.

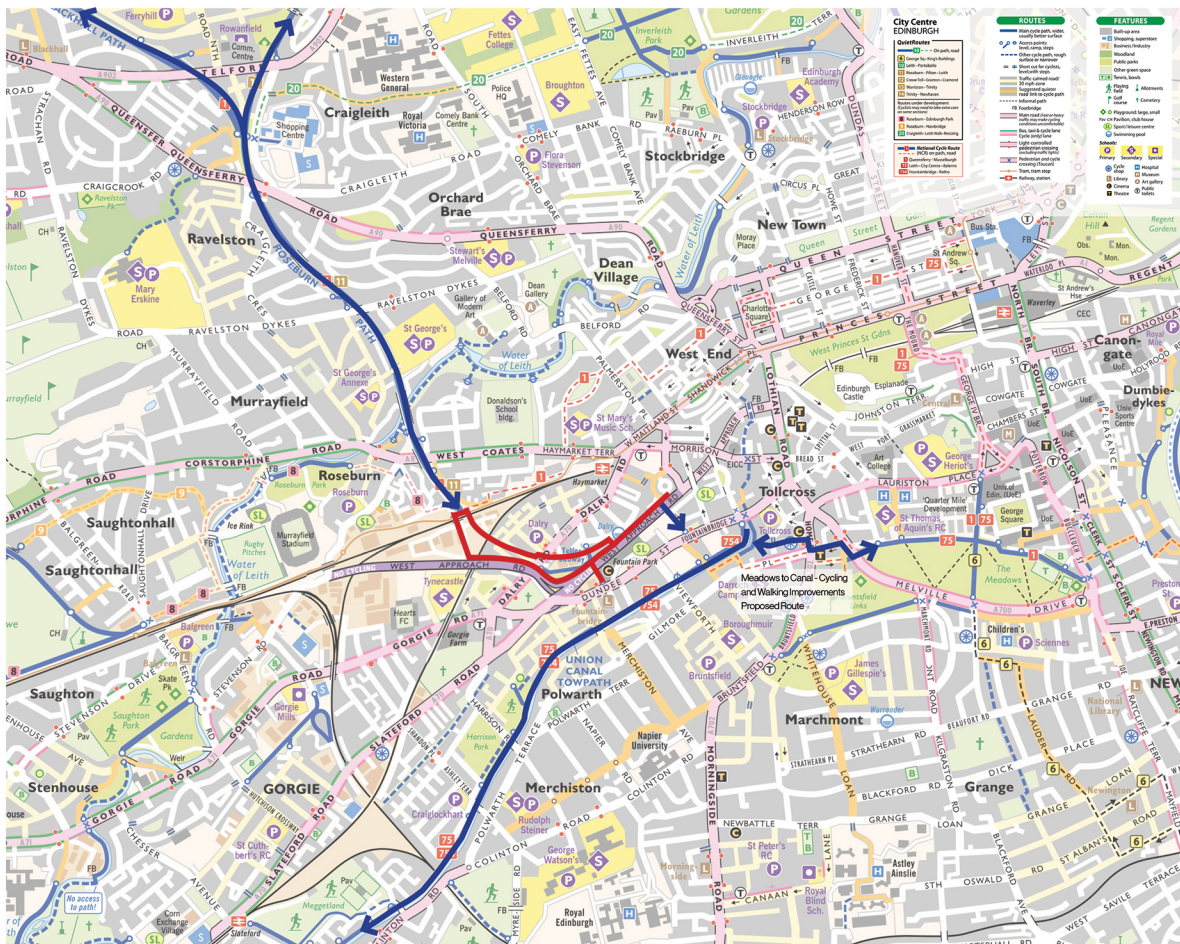
The Council is proposing a new walking and cycling route linking Roseburn to the Union Canal via a series of bridges over the existing railway line and Dalry Road as well as a new signalised crossing on West Approach Road. This will fill in a key missing link between the existing off road networks including the North Edinburgh path network via Roseburn Path (NCN1) and the Union Canal (NCN75). Also planned is an off road link along the north side of the West Approach Road as far as Morrison Crescent, allowing safer and more convenient access to the Morrison Street area avoiding the Haymarket junction.

# 1.2 The Project

Team of landscape architects, urban designers and engineers have been asked to aid the development of an integrated design strategy that both makes the clear connections from A to B and importantly maximise opportunities to reenergise existing outdoor amenity space that exists along the route.

The proposal includes the creation of a new shared pedestrian and cycle path including new bridge crossings and has been designed to:

- Deliver a high quality walking and cycling route.
- Improve connectivity across the city by completing an important missing link in the network.
- Integrate with the Council's proposals for a 'QuietRoutes' network.
- Provide safer, more direct and convenient access to key destinations by bike and on foot.
- Provide better access to green space and improve Dalry Community Park



# Policy and Sustainability Committee

10.00am, Thursday, 6 August 2020

## Concept Masterplan for Waverley Station

Executive/routine	Executive
Wards	11
Council Commitments	<a href="#">2, 15, 16, 18</a>

### 1. Recommendations

- 1.1 Policy and Sustainability Committee is asked to:
  - 1.1.1 Note the Concept Masterplan for Waverley Station and the need for this evolving plan to take cognisance of a number of key Council strategies, policies and guidance including Edinburgh City Centre Transformation, emerging City Plan 2030, City Mobility Plan and the Waverley Valley study;
  - 1.1.2 Note that the Masterplan sets out a vision for the redevelopment of the station over a 30-year period;
  - 1.1.3 Note that planning permission and other statutory consents for the final proposals will need to be sought from the Council in due course; and
  - 1.1.4 Note that the next phase of detailed design and engineering feasibility will commence as early as possible, maintaining engagement with stakeholders and communities.

**Paul Lawrence**

Executive Director of Place

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## Concept Masterplan for Waverley Station

### 2. Executive Summary

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- 2.1 This paper provides an update on the work undertaken by Network Rail, working in partnership with City of Edinburgh Council and Transport Scotland, to establish a Masterplan for the redevelopment of Waverley Station over the next 30 years.
- 2.2 The Masterplan, as provided in Appendix 1, has been developed having regard to the future needs of station operations, rail passengers and with careful consideration of how the station relates to the city around it. It sets out the case for change which has been built by recognising the projected levels of growth in the region, the nature of change in the city and importantly the Edinburgh City Centre Transformation programme, the competitive nature of cities globally and the importance of connectivity in that regard, and the practical implications of change in the rail services such as longer trains.
- 2.3 The Concept Masterplan sets a vision for the future and will be used to guide the development of the station and requests that the Council has regard to this document in preparing the City Plan 2030 and any associated planning guidance.
- 2.4 The Council will continue to work with Network Rail and Transport Scotland on the next phase of project development ensuring it adheres to the Masterplan concept and the Council's planning policies and aspirations for the wider area. Any finalised development proposals will be subject to the statutory planning process.
- 2.5 The case for change was developed in 2019 pre COVID-19. The national railway network and Waverley Station have continued to operate throughout the pandemic to ensure key workers can travel in and out of the city centre and they will continue to support post COVID-19 economic and social recovery. Passenger numbers are currently low but these are expected to rise in future to normal levels with ongoing future growth over the next 30 years.

### 3. Background

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- 3.1 A Business Bulletin update to Transport and Environment Committee on [9 August 2018](#) set out the Council's proposed involvement in the project.

## 4. Main report

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### Context

- 4.1 Waverley Station was originally built in the 1840s and has been a strategically important piece of the city's infrastructure ever since. It is a category 'A' listed building and sits within the Edinburgh World Heritage Site.
- 4.2 The Council's Local Development Plan, the Edinburgh City Centre Transformation Programme (ECCT), the City Mobility Plan (CMP) and the Waverley Valley Masterplan all recognise the importance of Waverley Station to the city. It's location in the heart of the city alongside the retail, office and visitor core, plays a key role in both enhancing the city as a destination and reducing the levels of car traffic that would otherwise burden the streets. The Waverley Station Masterplan development and implementation are key milestones within the CMP on its route to delivering a carbon neutral city by 2030. This is also in line with the Rail Decarbonisation Action Plan that supports the Programme for Government (PfG) commitment to decarbonise domestic passenger services by 2035.
- 4.3 As a result of the continued popularity of the city as a visitor destination and as an employment centre, the station has seen a steady growth in the number of passengers it accommodates. Approximately 23 million passengers used Waverley Station in 2018 and that number is projected to double over the next 30 years.
- 4.4 The Edinburgh and south east Scotland city region is experiencing growth including a predicted city population increase of 16.5% between 2016-2041, plans to construct 70,000 new homes and create 45,000 new jobs by 2030, and rising tourism.
- 4.5 Three new commuter stations, Edinburgh Gateway (complete and fully operational), East Linton and Reston are planned. This is accompanied by an expected significant reduction of private car traffic in the city centre as driven by ECCT. Over the past three years a number of Scottish and cross-border train services have become longer, providing more space for passengers to travel and increasing the amount of platform space required. The Concept Masterplan shows how not only space available for passengers can be enhanced but also how increasing station and train operations will allow the station to grow flexibly in response to increased passenger numbers.
- 4.6 As this growth drives a passenger numbers increase the limitations of the current station will become increasingly evident. The current passenger experience is already poor with issues including accessibility, connectivity, wayfinding, level changes and the overall station environment. The required future operational changes cannot be delivered with the existing layout whilst also ensuring a great passenger, customer and community experience. This is not just a challenge within the station but also in the interface between the station, the surrounding public realm and onward modes of travel such as buses, trams and taxis. In particular need of attention is the pedestrian and cycle offer in and around the Waverley

Valley which requires better integration both with the station and the surrounding streets and routes.

- 4.7 Connectivity is commonly understood to be a significant indicator of a city's attractiveness for both tourists and locals, and thus has a major influence on a city's competitiveness to attract the most talented people and investment. The role that Waverley station plays in connecting Scotland's capital with other UK regions and cities contributes significantly to the city's attractiveness and economic growth.
- 4.8 Edinburgh City Centre continues to rapidly evolve with major redevelopment sites including the New Waverley Government Hub, combining City of Edinburgh Council and HM Revenue and Customs into a wider mixed use masterplan, and the new St James Quarter nearing completion. These major developments will alter how the city centre functions, the demands placed on the station, and how it integrates with the fabric of the city.
- 4.9 Waverley station will have to respond to the evolving role and landscape of the city centre and will be central to facilitating and responding to the growth and success of the city region.
- 4.10 In addition to the obvious economic, environmental and social drivers for supporting improvements to Waverley station, it is also worth noting that the Council has several property interests in and around the Masterplan area, with Waverley Court being the largest example as well as properties on East Market St. The Council also part and/or fully owns Lothian Buses and Edinburgh Trams which provide onward travel for rail passengers.
- 4.11 The impact of an ambitious station redevelopment on the economic, social and cultural wellbeing of an area can be seen at Kings Cross in London. The Waverley Masterplan consultant's team included Grimshaw, world renown station architects, who worked on similar projects at Southern Cross Station in Melbourne, Fulton St Station in New York and London Bridge Station, all demonstrating the wider positive impact that station redevelopment can have. First and foremost, it is necessary to deliver a fit for future purpose railway station but there are wider social and economic benefits from major station redevelopments as evidenced in major cities around the world.

### **Proposed Masterplan**

- 4.12 The Concept Masterplan is attached in Appendix 1 to this report. It sets a vision for the future and will be used to guide the development of the station. The project team has undertaken extensive analysis of the stage and carried out consultation to understand the drivers for change, the issues that need to be addressed and the opportunities that exist. It proposes a far more accessible station that is fit to accommodate projected operational requirements and passenger growth over the next 30 years. It is built around ten key components:
- 4.12.1 Operations – To provide the required length of platforms and station operational layout, it is necessary to remove the existing western ramps. This allows platform extensions to occur into the station. In turn, this

requires enhanced passenger circulation space to be created thus a mezzanine solution is the only option to deliver the space required.

4.12.2 Station Layout - A mezzanine level solution is proposed allowing connectivity and space for passengers. This is achieved by a southern “Old Town” mezzanine concourse connected by two bridges on a north south axis to a northern “New Town” mezzanine concourse.

4.12.3 The Roof – The introduction of a new mezzanine concourse requires greater headroom. Initial options of roof modification or replacement are considered. This requires careful thought as the existing roof is of historic value and forms part of the station’s Category A listing.

4.12.4 Entrance Strategy – Increased accessibility to and across the station by creating multiple entrances is proposed with sufficient capacity and simplified level changes, including step free access.

4.12.5 Accessibility, Walking and Cycling – Priority is proposed for those arriving or departing on foot or by cycle with generous pavement widths and new public space. Cycling facilities connect directly into the existing and proposed cycle network with storage for 1,800 bikes near key entrances.

4.12.6 Transport Interchange – Improved inter-connectivity is proposed including bus and tram hubs on Princes Street and North Bridge and consideration of a new tram stop as part of the Princes Street hub. A vertical “urban lift” is also proposed to connect Market Street to North Bridge above.

4.12.7 Public Space Strategy – Five public spaces immediately around the station have been identified which create ‘breathing room’ for passengers and city users.

4.12.8 Passenger Amenities – The ticket office will remain within the refurbished and repurposed central booking hall with toilets, waiting facilities, quiet spaces, faith and workspace areas at mezzanine level. An improved selection of retail and food facilities is also proposed.

4.12.9 Servicing – A dedicated new service yard is proposed on the site of the current surface car park and redevelopment of the basements of East Market Street removes all service and delivery vehicles from the station.

4.12.10 Development Opportunity – There is potential for limited commercial development on the Market Street side of the station subject to future detailed development of the operational requirements for the station

4.13 The Concept Masterplan sets an exciting and ambitious vision for the future of Waverley Station. At the same time, it underlines the pressing need to make improvements in order to address current concerns and provide the quality of environment and service expected of rail stations in world class cities.

4.14 Waverley station sits at a pivotal location within the city centre. On a north south axis, it bridges the valley between the Old Town and the New Town and on an east/west axis it terminates the gardens that stretch from the West to the East End

of Princes Street. A number of significant proposals are coming forward within the Waverley Valley area including: The Film House in Festival Square, the Johnny Walker Centre at the west end of Princes Street, the redevelopment of the Ross Bandstand in West Princes Street Gardens, the redevelopment of Jenners, and the station itself. Beyond that, the St James Centre redevelopment and New Waverley are progressing rapidly. These projects collectively will reinvigorate the city centre and reinforce the qualities and characteristics of the Waverley Valley. A separate piece of work – the Waverley Valley study will ensure they align to deliver benefits across the area from Festival Square through to Waverley Station and beyond to Calton Hill. The station redevelopment is a key piece of this strategic framework and must be taken forward in this wider context.

## **5. Next Steps**

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- 5.1 Network Rail and Transport Scotland, working in partnership with the Council, will now continue to develop this project in line with Scotland's established railway investment strategy (Rail Enhancements and Capital Investment Strategy). This allows for the consideration, authorisation and progression of rail improvement proposals from concept through to final design and implementation by means of various staged refinements supported by appropriate business cases.
- 5.2 Due to the scale of the proposed redevelopment it is likely that the final design will be implemented in several phases which will be aligned with other physical rail network enhancements in south east Scotland, as well as reflecting the availability of funding at any given time. This phasing and alignment would maximise efficiencies and reduce impact for passengers and rail operation.
- 5.3 Over the next year, more detailed technical studies will be progressed with particular emphasis on developing and agreeing an appropriate roof solution. This work will involve further engagement with stakeholders and public consultation will be integral to developing the masterplan from concept to design stages.
- 5.4 Council officers will continue to engage with Network Rail and will consider how best to reflect this Masterplan in the forthcoming City Plan 2030, CMP and any associated planning guidance. Officers will also continue to explore delivery options with Network Rail and will work to co-ordinate the delivery of improved station facilities with the delivery of Council led public realm improvement programmes around Waverley Station.

## **6. Financial impact**

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- 6.1 The cost to develop this Concept Masterplan was £500,000, to which the Council contributed £170,000 in May 2019. This cost was met from the Economic Development Service budget and was awarded via Waiver to the Council's Procurement Standing Orders.



- 6.2 There is no further financial impact arising from this report. Officer time will be committed to support the development of detailed proposals. This commitment is manageable within staff resources currently available.

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

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- 7.1 Engagement on the masterplan concept commenced in late 2018 and continued for over a year. Heritage, Active Travel, Access and Inclusion and Transport stakeholders were engaged throughout to enable issues and opportunities specific to their interests to be explored. The wider public was engaged through Community Councils, transport user groups, public events and online allowing feedback on three masterplan options including the preferred masterplan strategy.
- 7.2 The feedback provided by those who participated was used in further developing the Masterplan.
- 7.3 The Edinburgh Access Panel are supportive of the reduction in level changes, the provision of passenger lifts and the main entrance coming directly off Waverley Bridge onto an internal circulation system. In addition, they are looking forward to more accessible taxi services. Overall, they are pleased with progress of the Masterplan and believe the proposals are positive in terms of accessibility. In order to ensure the impact of redevelopment on all groups is understood, Network Rail are committed to carrying out a formal Diversity Impact Assessment.
- 7.4 Environmental impacts and benefits will continue to be assessed and tracked as the project progresses through different stages.
- 7.5 Recognising the importance of the station listing and potential heritage impacts, there have been various meetings with interested heritage bodies to reassure them of the need for change but also to recognise and discuss key heritage features. A statement of significance has been produced and shared. Network Rail has also committed to carry out heritage impact assessments as future, more detailed, plans emerge. Historic Environment Scotland, Edinburgh World Heritage, the Railway Heritage Trust, and Cockburn Association have been involved in discussions to date.

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

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- 8.1 None.

## **9. Appendices**

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- 9.1 Appendix 1 – Waverley Masterplan: concept layout to achieve agreed objectives and critical success factors

# Edinburgh Waverley Station Concept Masterplan Summary Report

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# Introduction

The vision for Edinburgh places people at the centre of the city's transformation, responding in part to Edinburgh citizens' support for significant change to the way the city operates. This will involve improving city centre spaces for more efficient and effective public use, embracing active travel solutions, and refocusing the performance and operation of the centre of the city. Waverley Station is at the heart of this transformation, not only by virtue of its central location, but also its vital role as a transportation hub, bringing visitors to the city, connecting businesses to other businesses, and uniting neighbourhoods and communities.

The Waverley Station Concept Masterplan envisions a station that is a vital part of the city, with a major new public space on Waverley Bridge providing views of the striking world heritage city skyline. It will be a station that puts people first, providing easy access for all, and creating vital city connections for walking, cycling and public transport.

The concept masterplan provides a framework for change over the short, medium and longer term. It sets out a vision for the station which, in thirty years time, is predicted to host twice as many annual passengers as it does today. The masterplan proposes a station that is a vital part of the city, providing a world class passenger experience and a fitting gateway to Edinburgh and Scotland.

The masterplan was commissioned by Transport Scotland, City of Edinburgh Council and Network Rail with the support of a wider steering group including Edinburgh Chamber of Commerce, Scottish Enterprise and Visit Scotland. Over 500 individuals and organisations have contributed

to creation of the concept masterplan and their time and interest in the project is greatly appreciated. Further investigation and technical studies will now be undertaken to progress the masterplan from concept to outline design stage with an ongoing commitment to stakeholder and public engagement.

Whilst Covid-19 has increased short term uncertainty, this masterplan is designed to meet the needs of the station, city and Scotland over the long term and the challenges that it seeks to address have not fundamentally changed.

If anything, elements may become more pressing as improving connectivity, the transformation of the city centre and the need to facilitate investment and respond to the growth and success of the city region will be of paramount importance as part of the social and economic recovery from Covid-19.

# The Vision

The overarching vision for the masterplan is to create a station for people – both passengers who use the station and people who live, work and enjoy the city.

The steering group set a number of objectives that the masterplan is required to deliver:

## 1. A Functional Station



### A functional station that operates efficiently and effectively as a major railway station

- Significantly improves wayfinding and legibility for passenger orientation
- Simplifies station operations and segregates them from passengers
- Improves accessibility for all
- Includes an appropriate provision of passenger amenities
- Considers how technology and information systems might change and enhance passenger experiences
- Opportunity to improve the station to accommodate the increased numbers of passengers and putting their needs first

## 2. A Connected Place



### A connected place that seamlessly integrates national, regional and local transport modes and optimises connectivity for all users

- Provides multiple entrances to different parts of the city and other transport systems in a legible and understandable way
- Prioritises active travel and public transport and also addresses Market Street taxi provisions
- Complements and aligns with the Edinburgh City Centre Transformation Programme
- Aids permeability through the site for non-station users and considers connection with Princes Street Gardens and North Bridge

## 3. A Distinctive Gateway



### A distinctive gateway that celebrates travel and proudly announces arrival into Edinburgh

- Has greater external visibility as a station
- Provides retail and food and beverage offerings that are distinctly local

## 4. A World Class Environment



### A world class environment that speaks of quality of architecture and design within a historic and urban setting

- Could include striking contemporary architecture to complement the heritage
- Considers the incremental stages to ensure the station is not perceived as a continuous building site
- Provides an opportunity to reinforce the valley setting

## 5. An Edinburgh Station



### An Edinburgh station that recognises the architecture and heritage both of the station and the City of Edinburgh, but also looks to the future and considers all deliverable opportunities

- Provides a sense of place in respect of the opportunity to provide views to an iconic skyline
- Explores the contribution the roof could make to the visual setting

# City and Heritage Context

Waverley Station plays a strategic role in Edinburgh occupying a prominent city centre location which significantly influences the way the city operates and the experience residents, commuters and visitors have. Waverley is an intrinsic part of the fabric, the history, the culture and the contemporary operating systems that enable Edinburgh to thrive.

The station is a vitally important operational building serving the Central Edinburgh commuter, long- distance traveller and day trip/visitor excursion markets. It serves as a gateway for visitors to Scotland and to its Capital City. Its location between the Old and New Towns and its rich history and heritage make it unique.

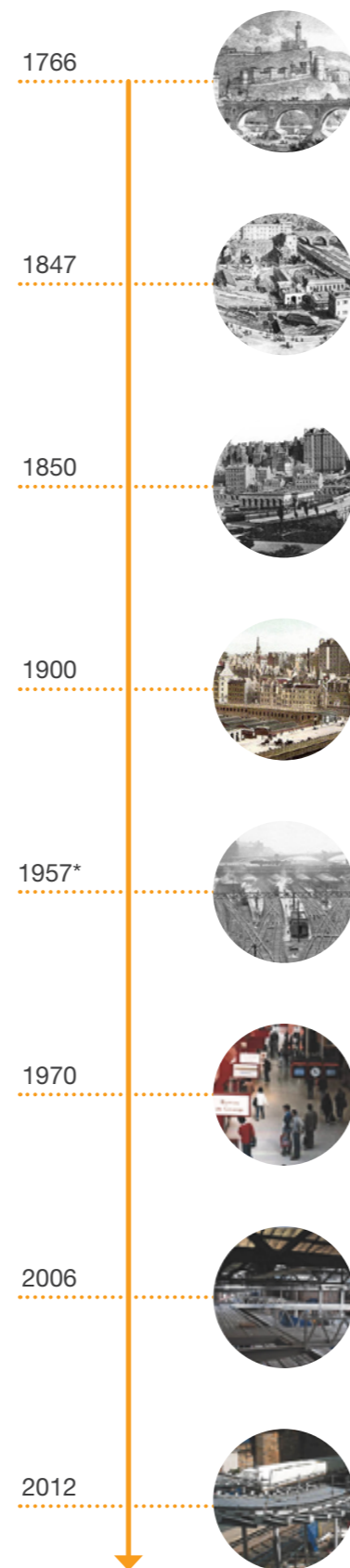
In addition to being an important operational building, the station's perimeter acts as the key interface with the city. Waverley has a large footprint and its presence impacts everyone within the immediate area, whether they are station users or not. The station's position in valley of the former Nor Loch means the station and its immediate surroundings are key to movement on foot between the north and south sides, the Old Town and New Town.

Future plans for Waverley are grounded in the understanding of the importance of this Category A listed building that sits in such a prominent location in the centre of a modern city that is a UNESCO World Heritage site.

Waverley has had a history of adaption to new and growing needs often through ad hoc development. This has resulted in a poorly accessible station that is congested due to constantly growing rail passenger numbers and poor integration with the surrounding city. Stepping away from this approach and setting out a long term vision for the station is vital.

An updated Statement of Significance, which assesses the cultural importance of the station and its component parts, has been prepared as part of the masterplan. Future detailed development must balance heritage value with the need for change and ultimately create a functional station that respects its history.

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\* Image © Creative Commons

# Passenger experience

Railway stations should provide passengers with an environment that is accessible, safe, functional, comfortable and enjoyable.

At present, Edinburgh Waverley Station suffers from many challenges, including passenger flow constraints at stairs and escalators, level changes and circuitous routes to access platforms and exits. Effectively, there is only a small central concourse.

The passenger experience is further compromised by many different functions occurring in the same place including deliveries, maintenance, bikes and passengers.



Difficult to access and get around the station, not accessible to all



Conflicting uses of shared space raise safety and security issues



Congestion causes a poor passenger experience



Surrounding streets busy and constrained, poor transport interchange experience

# The case for change

## Growth and connectivity

The Edinburgh city region and southeast Scotland is experiencing growth including a predicted city population increase of 16.5% between 2016-2041, plans to construct 70,000 new homes and create 45,000 new jobs by 2030, and rising tourism.

Three new commuter stations, Edinburgh Gateway (complete and fully operational), East Linton and Reston are planned. This is accompanied by a significant reduction of private car traffic in the city centre as driven by The City Centre Transformation Programme.

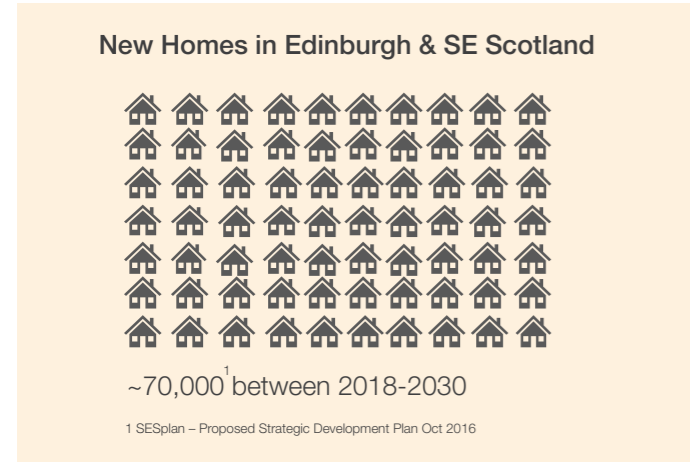
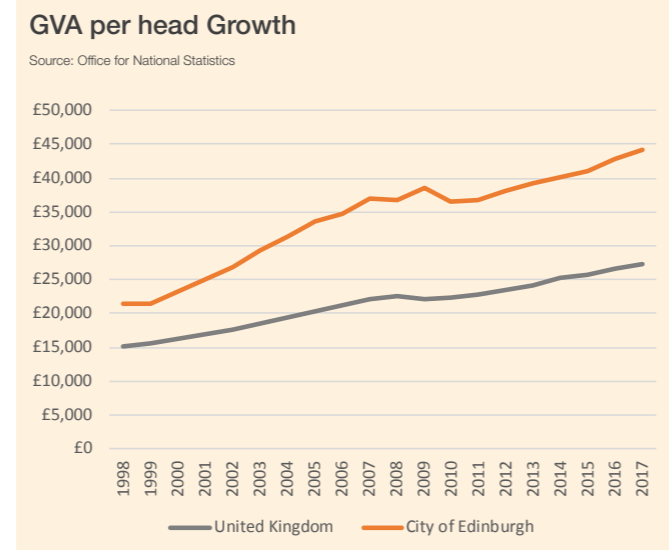
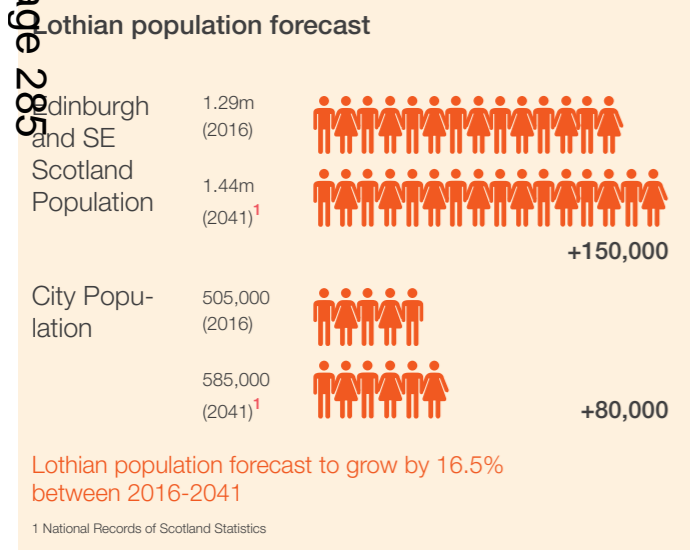
As this growth drives a passenger numbers increase the limitations of the current station will become increasingly evident. These limitations include the insufficient size and quality of public space around the station, the congested and

scarce connections to bus and the tram services, and the difficulty of movement on foot or cycle between the north and south sides of the valley.

Connectivity is commonly understood to be a significant indicator of a city's attractiveness for business, tourists and locals, and thus has a major influence on a city's competitiveness to attract the most talented people and investment. The role that Waverley plays in connecting Scotland's capital with other UK regions and cities contributes significantly to the city's attractiveness and economic growth.

Furthermore, connectivity of the station into the city's infrastructure: pedestrian, bike and buses, trams and taxis was the single biggest issue raised during the public consultation.

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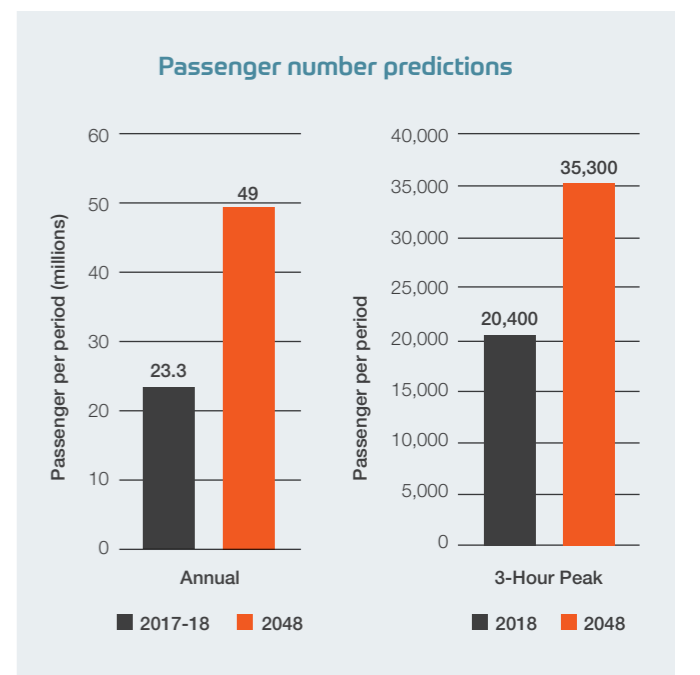


## Future demand and capacity

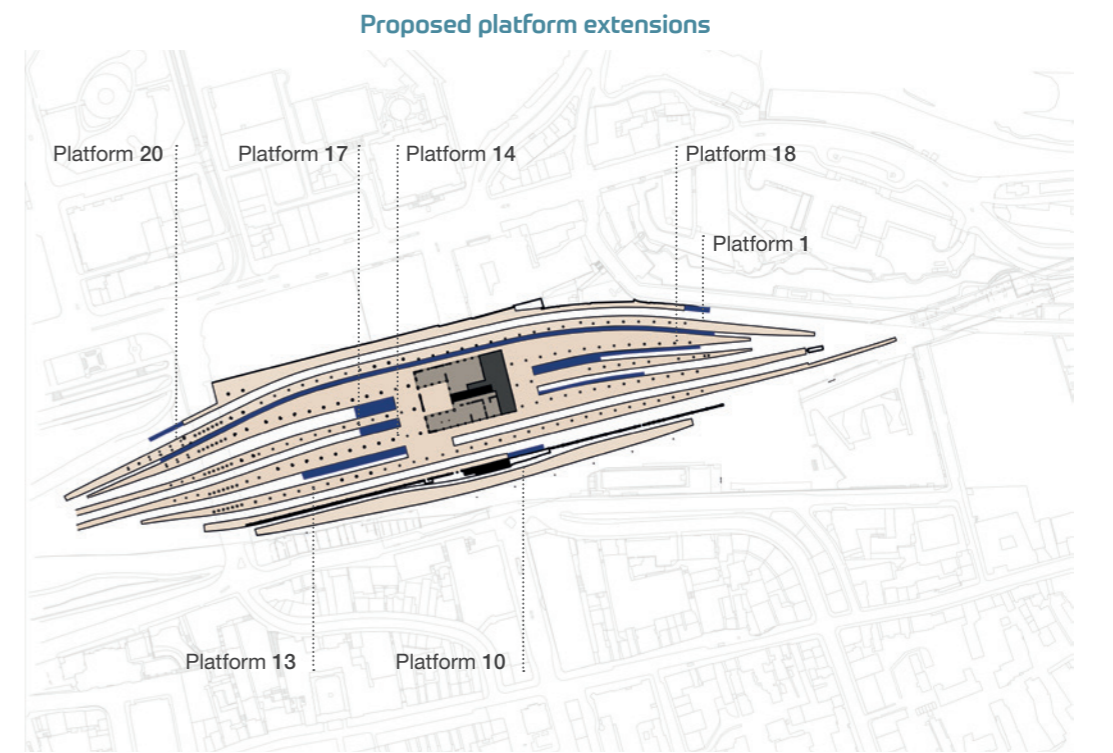
The strong city and regional growth coupled with the drive for sustainable transport will have a significant impact on future rail passenger numbers with throughput estimated to increase significantly by 2048. Annual throughput could more than double from 23.3 million passengers in 2018 to 49 million passengers in 2048. It is likely that, proportionally, the growth will be higher in the off peak part of the day than within the peak period, in part due to likely capacity constraints on the railway in the peak.

The growth projections are a product of Network Rail's established strategic planning process that includes long term predictions of travel demand endorsed by the Office of Rail Regulation (ORR) in April 2012. Although these predictions have been made prior to the Covid-19 pandemic, the trend for growth is expected to remain and the masterplan is a framework for development over a thirty year period. Current challenges remain and the immediate post Covid implications will include an increase in pedestrian space requirements.

With the forecasted passenger increases, Network Rail has taken action to ensure accommodating this increase is possible. Increased railway capacity will require longer trains rather than more services. The railway is constrained to the east and west by the Calton and Mound tunnels, which limits the number of new services that can be



accommodated. Network Rail has developed a track infrastructure plan that extends some of the existing platforms. These platform extensions significantly reduce the available area for passenger concourse space at platform level. This, combined with the forecasted passenger growth, necessitates creating circulation space and a new station concourse for passengers at a mezzanine level above the platforms.

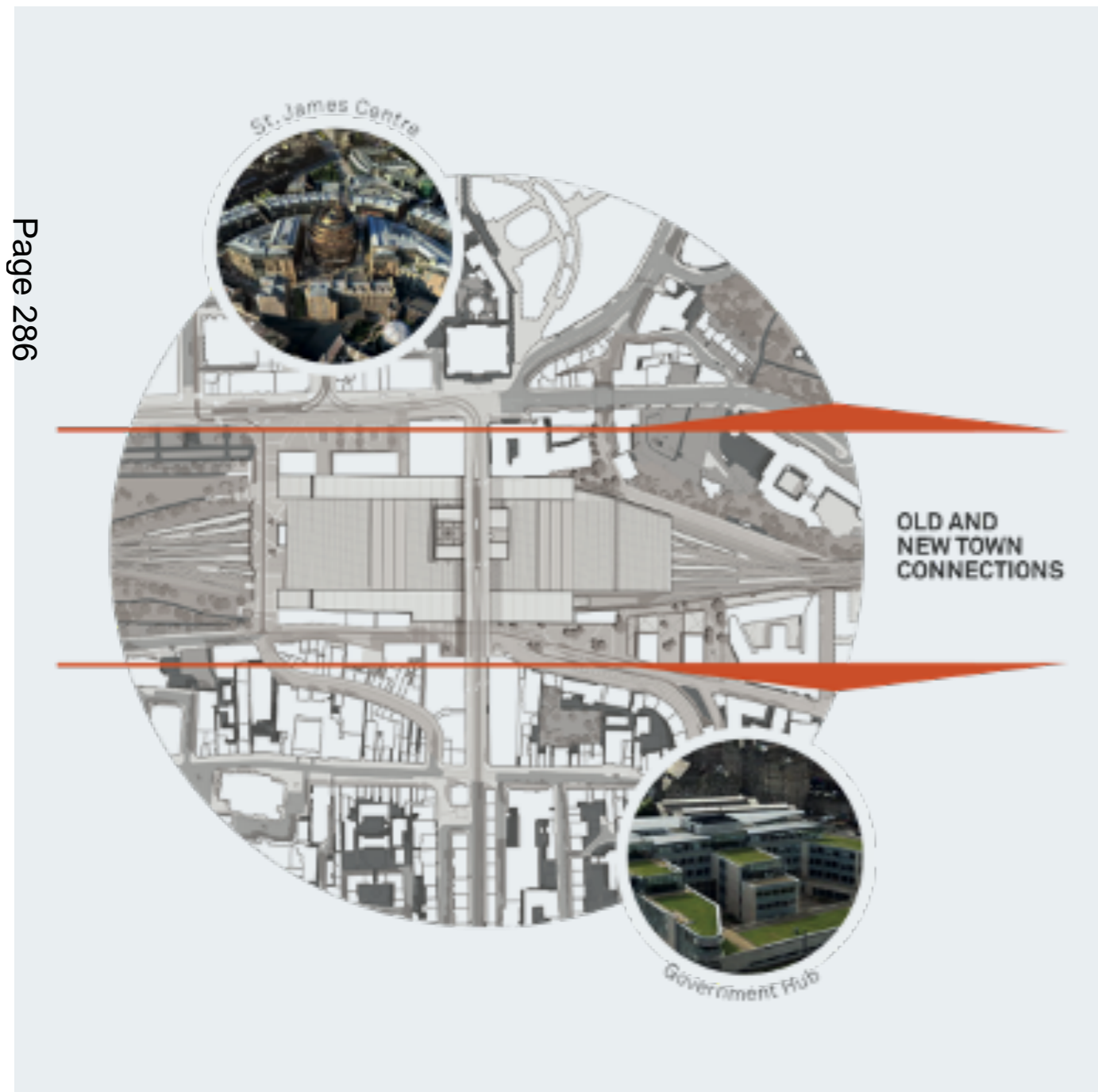


## An evolving city

Edinburgh City Centre continues to rapidly evolve with major redevelopment sites including the New Waverley Government Hub, combining City of Edinburgh Council and HMRC into a wider mixed use masterplan, and the new Edinburgh St James nearing completion. These major developments will alter how the city centre functions, the demands placed on the station and how it integrates with the fabric of the city.

The City Centre Transformation Programme will alter fundamentally how the city centre operates. The transformation will prioritise movement by foot, cycle and public transport, reducing the number of vehicles entering the city by around 25%.

Waverley station will have to respond to the evolving role and landscape of the city centre and will be central to facilitating and responding to the growth and success of the city region.



## Consultation Feedback

In October 2018 the masterplan process was publicly launched and over 200 interested parties contacted directly. Stakeholders groups were identified with whom more detailed engagement would be beneficial. Heritage, Active Travel, and Access/Inclusion stakeholders were all engaged first to enable issues and opportunities specific to their interest group to be explored, as were transport stakeholders with whom detailed technical engagement was required.

The heritage stakeholder group understandably stressed the importance of the design team fully understanding the heritage significance of the station and minimising heritage impact. An updated heritage Statement of Significance was prepared to inform masterplan options.

In spring 2019, wider public consultation took place with views sought from members of the public, rail customers and other interested parties. Consultation material made it clear that masterplan concepts and not designs were being consulted on. Three masterplan concept options from minimal to significant development were presented with the significant development option identified as the steering group's preferred approach.

Many of the issues raised by the stakeholder groups and the public confirmed the areas that the steering group and design team believed the masterplan needed to address including:

- making access and navigation of the station easier – especially for disabled and elderly users;
- improving connectivity of the station with other modes of transport such as cyclepaths, buses, trams and taxis;
- improving the pavements and public spaces immediately adjoining the station to deal with congestion and areas that could feel unsafe;
- addressing the location and provision of cycle storage and cyclist facilities;
- ensuring that the heritage of the station is respected.



A questionnaire sought to understand consultees current experience of Waverley Station and then asked for views on whether the masterplan options shown represented an improvement and whether proposals to create an upper mezzanine level and the associated impacts would be positive or negative. In recognition of the historic importance of the station, a specific question was asked on whether the compromise between operational needs and respecting heritage had been achieved.

Over 500 responses were received through the public consultation with three quarters of respondents being dissatisfied with their current experience of the station. The main areas of concern raised were connectivity with other transport modes, improving access and providing adequate station facilities.

Whilst 87% of respondents were of the opinion that the heritage of the station is not currently shown to its best advantage, protecting the station heritage was an important theme in feedback with a quarter of

respondents advising they did not believe an appropriate balance had been struck between protecting heritage and the level of development proposed.

Summarising all feedback, an average of 70% of respondents believed the masterplan concept addressed existing issues well or very well.

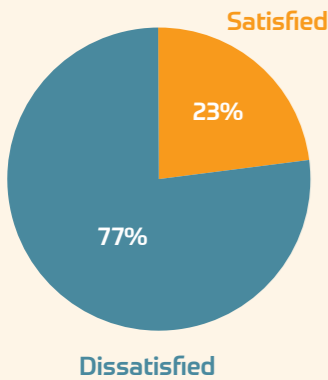
Some consultees advised that it had been difficult to comment due to lack of detailed designs. This was understandable due to the "concept" nature of the masterplan. However, it was important to secure public input into the proposals at an early stage.

After the public consultation, further engagement was undertaken with stakeholders: both in individual groups and bringing all stakeholders together to enable refinement of the final preferred masterplan option.

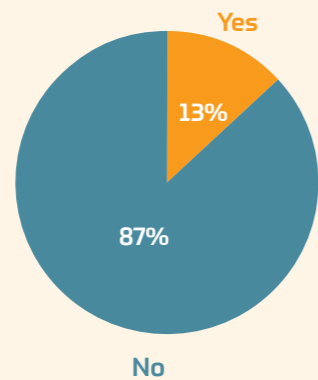
As the project progresses, stakeholder and public engagement will continue.

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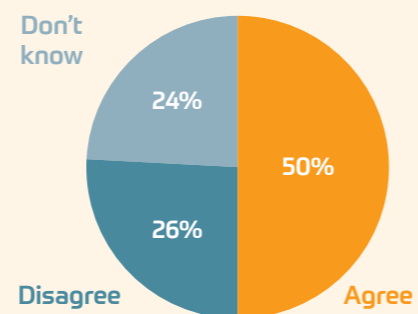
Overall satisfaction with current station situation



Heritage is currently shown to its best advantage



Balancing heritage



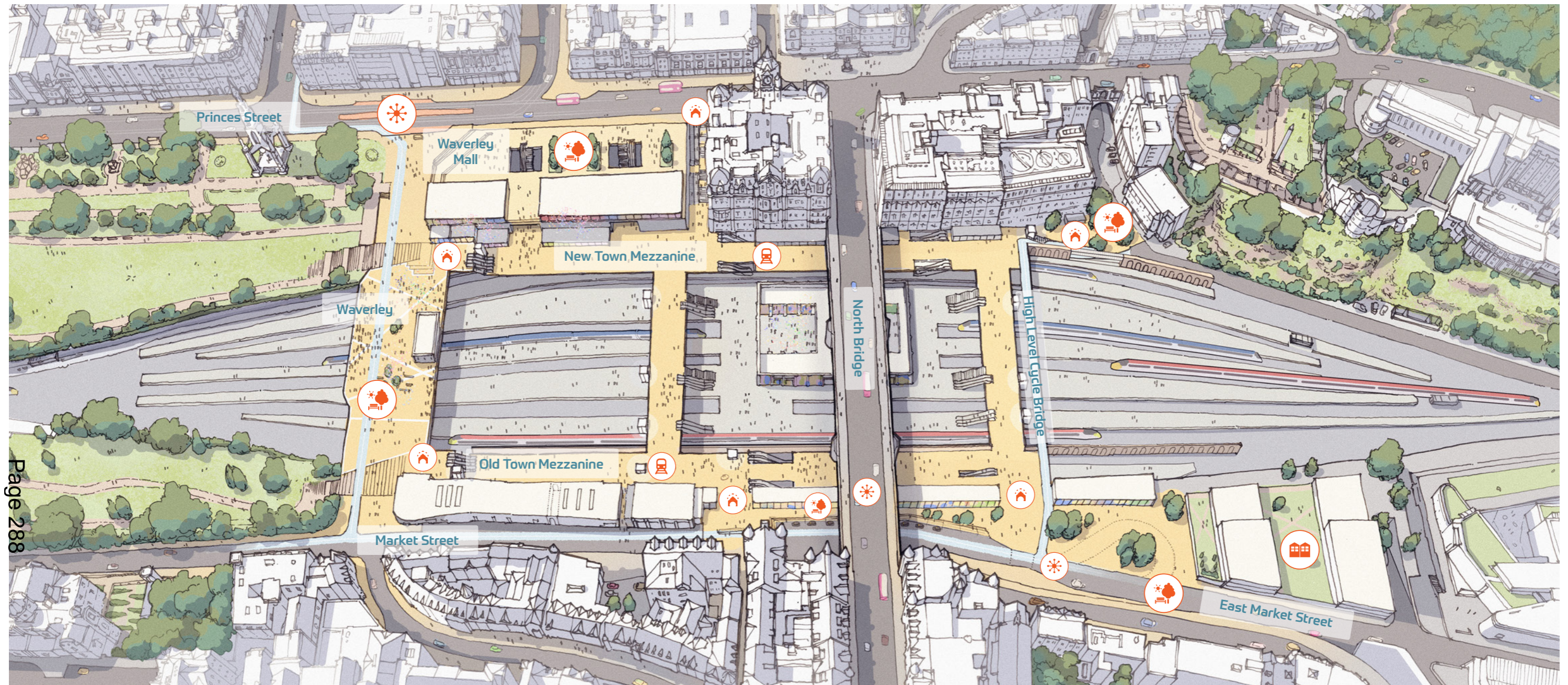
# The Masterplan

The unique location of Waverley Station, in a World Heritage Site of Edinburgh's Old and New Towns, offers an opportunity to transform part of the city centre, enhancing its reputation as world class destination.

The approach to the masterplan has followed three key considerations:

- Respect the location by establishing the right relationships with key views and surrounding landmarks
- Understand how the city is growing and establish the correct links to the city in this context
- Create a masterplan that responds to the complex variation in levels around the station and provides full accessibility from different locations and levels





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Station drawn without the roof to enable layout to be shown

## Masterplan Components

Ten key components form the Waverley Station Concept Masterplan, each one is focussed on putting the needs of passengers and station users first and ensuring a functional station.



**Operations** – to accommodate increased passenger numbers and platform extensions, the western ramps require removal. Insufficient passenger space at platform level requires a new mezzanine level.



**Station Layout:** a mezzanine level solution - allowing connectivity and space for passengers. A southern “Old Town” mezzanine concourse connected by two bridges on a north south axis to a northern “New Town” mezzanine concourse.



**The Roof** - introduction of a new mezzanine concourse requires greater headroom. The existing roof is of historic value and forms part of the station’s Category A heritage listing. The masterplan concept has considered initial options of roof modification or replacement.



**Entrance Strategy** - increases the accessibility to and across the station by creating multiple entrances with sufficient capacity and simplified level changes, including step free access.



**Accessibility, Walking & Cycling** – prioritising those arriving or departing on foot or by cycle with generous pavement widths and new public space. Cycling facilities connect directly into the existing and proposed cycle network with storage for 1,800 bikes at key entrances.



**Transport Interchanges** – providing improved inter-connectivity by proposing bus and tram hubs on Princes Street and North Bridge and consideration of a new tram stop as part of the Princes Street hub. A vertical “urban lift” is proposed to connect Market St to North Bridge above.



**Public Space Strategy** - defines five public spaces immediately around the station which create ‘breathing room’ for passengers and city users.



**Passenger Amenities** –the ticket office will remain within a refurbished and opened up central booking hall with toilets, waiting facilities, quiet spaces, faith and workspace areas at mezzanine level. An improved selection of retail and food facilities is proposed.



**Servicing** – creating a dedicated new service yard on the site of the current surface car park and redevelopment of the basements of East Market Street removes all service and delivery vehicles from the station.



**Development Opportunity**- the deck structure over the existing surface car park enables modest development at Market Street level.



 **Station Layout:  
A Mezzanine Level Solution**

**The preferred masterplan will change the station from one which operates on one level to a station that has two distinct levels with a new mezzanine concourse allowing connectivity and space for passengers across the station.**

The northern "New Town" mezzanine enables improved passenger flow and wayfinding and the southern "Old Town" mezzanine creates a permeable edge along a revitalised and reactivated Market Street, connecting to the south end of Waverley Bridge.

Two cross bridges will provide passengers with convenient access from the mezzanine concourses to platforms and will allow other city users to walk through the station with ease.

The centre of the station is kept free of mezzanine floor, allowing daylight to penetrate to the platforms and opening up the area around the Booking Hall building. Clear views from the mezzanines will help orientate passengers, allowing them to see their destination platform.



Sketch showing platform level with views to New Town mezzanine above and Princes Street beyond. A refurbished booking hall is shown on the right.

Final proposals for the roof will be progressed as part of the next stage of technical works.

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 **The Roof**

**The introduction of a new mezzanine concourse requires greater headroom than is available within the constraints of the existing roof structure. The existing roof is of historic value and forms part of the listing. The masterplan looks to optimise the space in the station concourse and minimise constraints to passengers while retaining the beauty and grandeur of the existing roof structure.**

The masterplan introduces two potential solutions: raising the roof by +2m over the mezzanine areas only and retaining as much of the existing roof as possible, or replacing the whole roof, with increased headroom throughout the station.

Whilst a new roof could significantly improve spatial quality within the station, as well as achieve greater architectural consistency and design quality outside the station, it would, also result in greater heritage impact on the Category A-listed station.

The final roof design decision will be informed by detailed design studies, Heritage Impact Assessments and further consultation with key stakeholders and planning authorities.



Modified existing roof



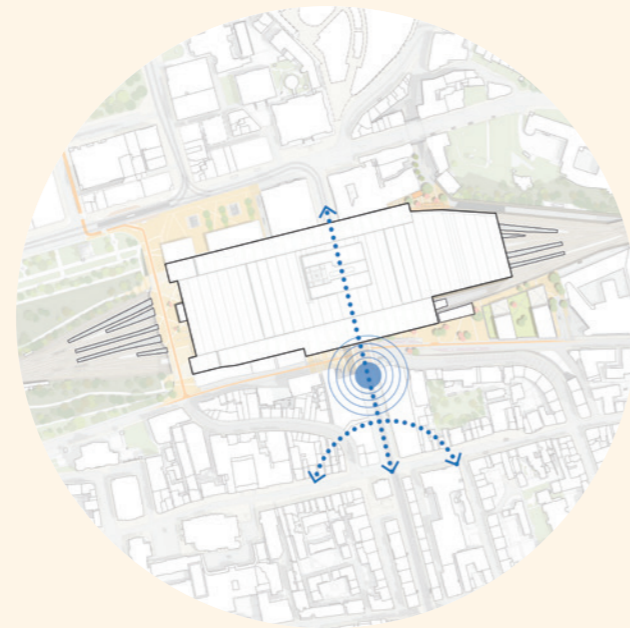
New roof

## Entrance Strategy

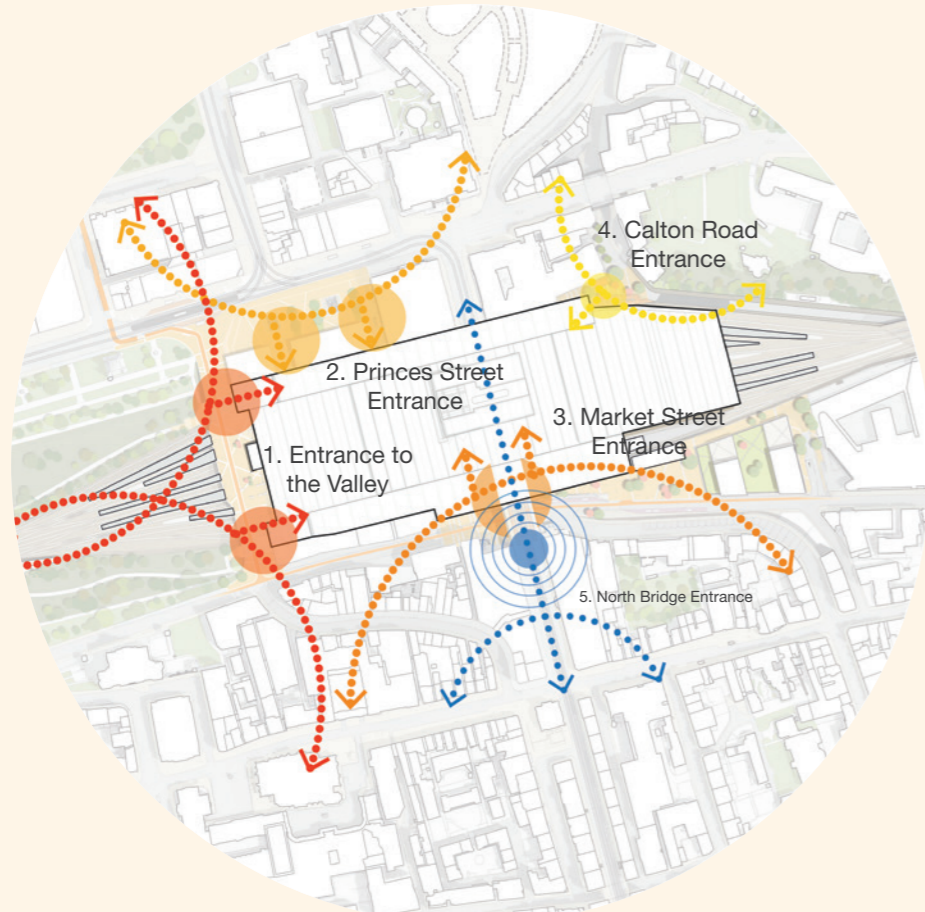
The masterplan increases the accessibility to and across the station by creating multiple entrances with sufficient capacity and with simplified level changes, including step free access. Two new entrances are proposed from Waverley Bridge, replacing the existing ramp routes, providing access onto the two new mezzanine concourses. Market Street will have proposed entrances near reorganised taxi facilities and new urban lifts provide access between Market Street and North Bridge at a high level. Access via Waverley Mall and Calton Road will be improved.

New urban lifts, are proposed on the east side of the south bridge abutment improving connectivity between North Bridge, the Royal Mile and the Old Town at high level and the station at low level.

This new proposed connector will increase accessibility to the station and provide easy access to buses and the future tramline three on North Bridge. The masterplan will allow for a second North Bridge connector if considered feasible



Proposed North Bridge urban lifts location

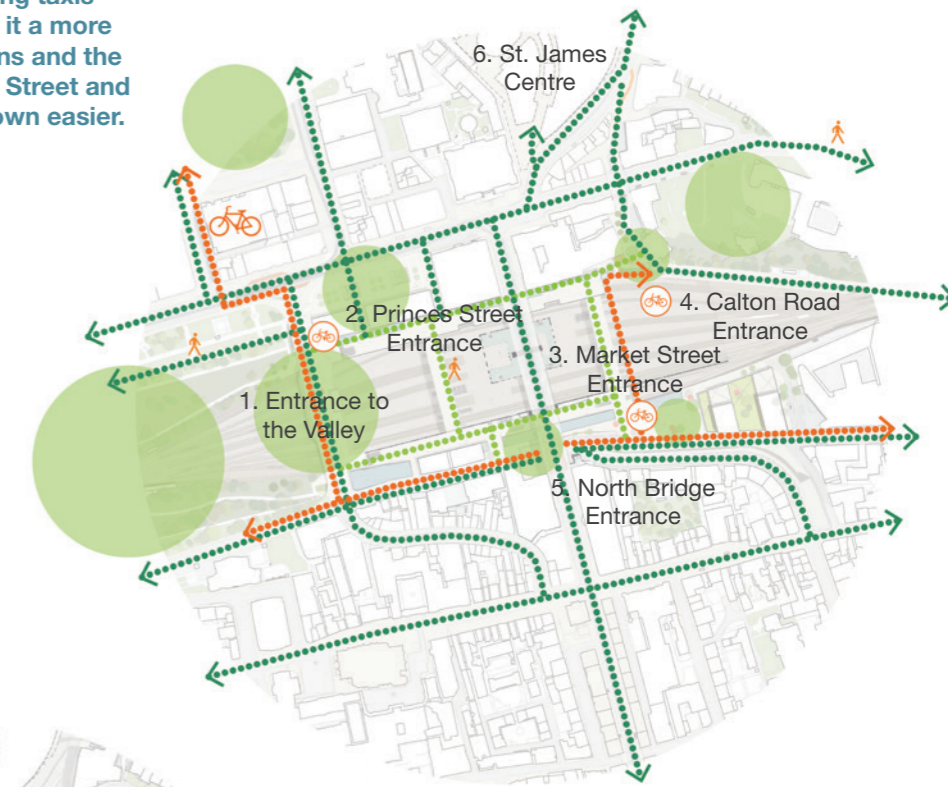


All entrances

## Accessibility, Walking And Cycling

The masterplan makes the station highly accessible for everyone and prioritises those arriving or departing on foot or by cycle with the mezzanine concourses simplifying level changes and providing step free access at each level change. Generous pavement widths and new public spaces around the station provide more capacity for pedestrians. In Market Street, giving pedestrian priority, relocating taxis eastwards and reducing traffic will make it a more attractive and secure route for pedestrians and the proposed new urban lift between Market Street and North Bridge makes access to the Old Town easier.

Cycling facilities connect directly into the existing and proposed cycle network with a segregated cycle corridor linking Princes St to Market St, a high level concourse connecting Market St and Calton Road and a cycle lane along Market St. Storage for 1,800 bikes will be located at Waverley Bridge (1,000), Market St (500) and Calton Road (300).



Accessibility, walking and cycling



Illustrative cycling strategy

## Improved City Transport Interchanges

The masterplan provides an opportunity for improved inter-connectivity with bus, tram and taxi networks by proposing bus and tram hubs on Princes Street and North Bridge, and new taxi arrangements.

Bus connections are focussed at two locations: Princes Street and North Bridge and all buses are removed from Waverley Bridge and Market Street. A new tram stop is suggested at the junction of Princes Street and Waverley Bridge, reducing the connection distance to the rail station and allowing close interchange with buses on Princes Street.

Dedicated licenced taxi drop off and pick up provision is provided along East Market Street with rank spaces

provided further east and extending into New Street and Calton Road as necessary.

Disabled persons parking spaces are provided on Market Street and longer term parking spaces within the Waverley Court multi-storey car park.

Access to the station by private car is discouraged, in line with the aspirations of the Edinburgh City Centre Transformation Project. Drop off by private car would be possible on Calton Road if this remains open to traffic, and drop off and pick up facilities are included in Waverley Court multi-storey car.



## Public Space Strategy

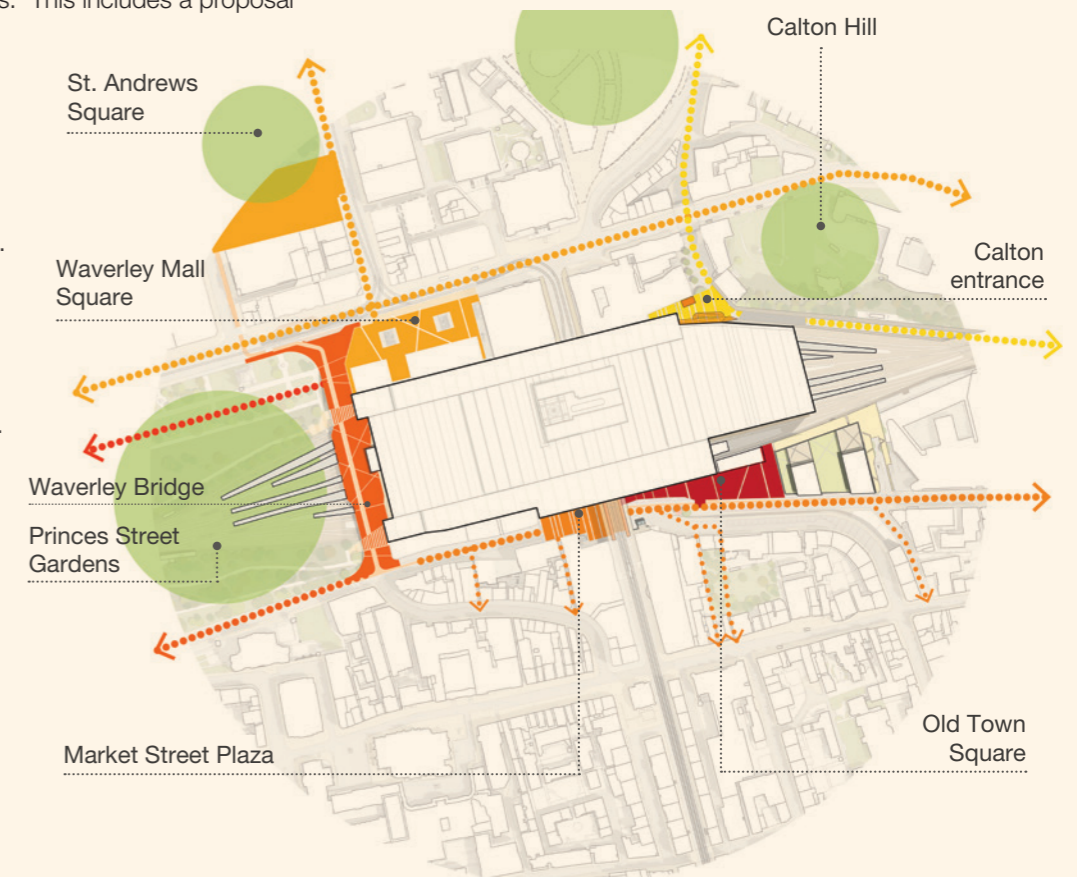
The station's location is close to unique urban public spaces, such as Princes Street Gardens and Calton Hill. However, the connectivity to and relationship with these spaces and the station is very poor. It is surrounded by busy public roads, cutting off easy access to these spaces. There is also a lack of open space around the station entrances, which contributes to severe crowding on the adjacent streets.

The masterplan defines five public spaces immediately around the station which create 'breathing room' for passengers and city users, as well as providing appropriate interfaces with transport systems and the city neighbourhoods. This includes a proposal that Waverley Bridge becomes fully pedestrianised enhancing spectacular views from the new station exits towards the castle and over Princes Street Gardens. High quality public realm treatment around Market Street and Calton Road entrances will prioritise pedestrians and cycles.

Each space will have its own distinct character, linking the station to existing adjacent neighbourhoods and improving the experience for citizens and station users. The five public spaces proposed are:

- Waverley Bridge
- Waverley Mall Square
- Market Street Plaza
- Old Town Square
- Calton Entrance.

Development of the public space strategy and progression of detailed proposals will require close collaboration with neighbours and stakeholders.



## Passenger Amenities

The masterplan aims to implement a number of customer-focused improvements in the station aiming to 'put passengers first.'

The ticket office will remain within the existing central booking hall which will be refurbished and opened up to reveal its heritage features to best advantage. Ticket vending machines, toilets and waiting facilities, quiet

spaces, faith and workspace areas are all proposed for the mezzanine level. An improved selection of retail and food facilities is proposed in the refurbished central booking hall and the mezzanine.

More conventional passenger services like luggage storage, car rental and transport and accommodation booking services will also be provided.

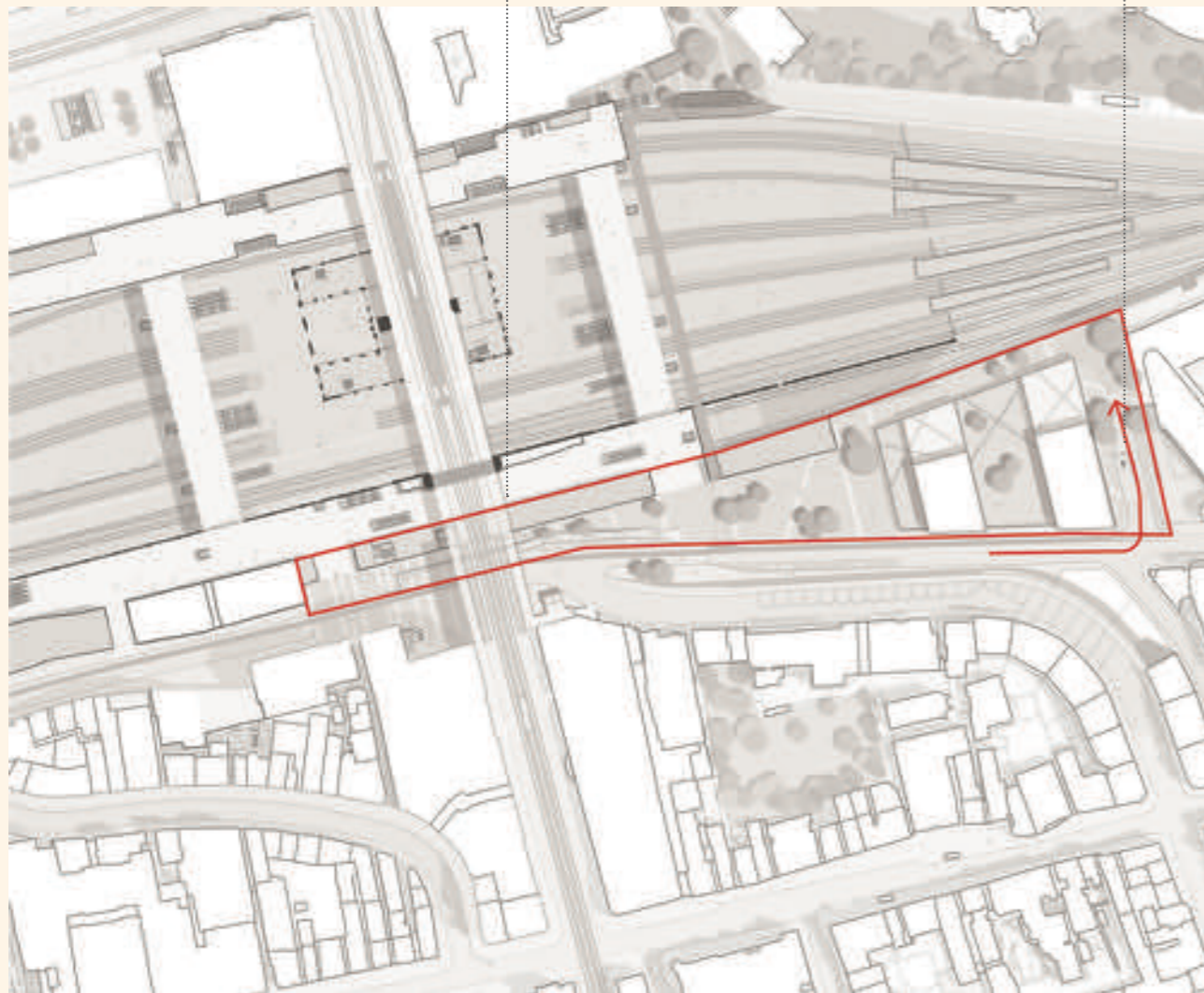
## Servicing And Operations

**Improved servicing is an important operational issue. A dedicated new service yard is planned on the site of the current surface car park with an access ramp off East Market Street. This removes all service and delivery vehicles from the station. Internal distribution of goods will be via dedicated goods lifts and service corridors.**

Removing the western ramps from Waverley Bridge enables platform improvements required for future track operations and refurbishing and opening up the central booking hall improves the east west balance of the station.

Basement below

East Market Street



## East Market Street Development Opportunity

**A deck structure is proposed over the existing station surface level car park enabling development of a modest scale to occur at Market Street level.**

At deck level, new public realm is created around the two station entrances and taxi facilities. Above deck level there is the opportunity to build a modest sized development which could be for commercial or civil uses. The scale of this would need to consider important views across the valley from Jeffery Street over to Calton Hill.

Basements below this deck provide accommodation for station operational activities and for a dedicated service yard and storage areas, accessed off East Market Street.

Taxi drop off area

Servicing access ramp

Active front

Taxi pick up area



Old Town square with indicative coach turning loop

Bike lane

## Next Steps

**The Masterplan has been presented to the City of Edinburgh Council and the Scottish Government and work will continue to ensure that redevelopment of the station will be included in the relevant City of Edinburgh Council plans and the national Strategic Transport Projects Review.**

The progression of the Masterplan is expected to be in line with Scotland's established railway investment strategy (Rail Enhancements & Capital Investment Strategy). This strategy enables the consideration, authorisation and progression of rail improvement proposals from concept through to final design and implementation by means of various staged refinements supported by appropriate business cases.

Due to the scale of the proposed redevelopment it is likely that the final design will be implemented in several phases which will be aligned with other physical rail network

enhancements in south east Scotland, as well as reflecting the availability of funding at any given time. This phasing and alignment would maximise efficiencies and reduce impact for passengers and rail operation.

Network Rail, Transport Scotland and City of Edinburgh Council will now progress the masterplan from concept to outline design.

Further work to be undertaken over 2020/21 will include:

- Technical review and appraisal of masterplan options
- Preferred option selection and outline design
- Outline business case

As we progress we will once again involve key stakeholders, rail users and the public to enable a final preferred outline design.



Find out more and register for updates  
[www.scotlandsrailway.com/projects/waverley-masterplan](http://www.scotlandsrailway.com/projects/waverley-masterplan)

Masterplan Design Team:

ARUP

Allan Murray  
Architects  
architecture + urbanism

GT GARDINER  
& THEOBALD

GRIMSHAW

JLL

streets-uk



Jura CONSULTANTS

# Policy and Sustainability Committee

10.00am, Thursday, 6 August 2020

## Updated Pedestrian Crossing Prioritisation 2020/2021

Executive/routine	Routine
Wards	All
Council Commitments	<a href="#">16</a>

### 1. Recommendations

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- 1.1 It is requested that Committee:
- 1.1.1 approves the updated pedestrian crossing priority list for 2020/21 as set out in Appendix 1;
  - 1.1.2 notes the locations identified for pedestrian crossing improvements through Section 75 funding or by their inclusion within larger projects in Appendix 2; and
  - 1.1.3 notes the results of the public consultations on design proposals for Corstorphine Road and the number of responses on proposals at West Granton Road (Appendix 3).

#### Paul Lawrence

Executive Director of Place

Contact: Ewan Kennedy, Service Manager, Transport Networks

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## Updated Pedestrian Crossing Prioritisation 2020/2021

### 2. Executive Summary

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- 2.1 This report seeks approval for an updated prioritisation of pedestrian crossings for implementation and/or improvements.

### 3. Background

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- 3.1 On [28 July 2009](#) the former Transport, Infrastructure and Environment Committee, approved a report titled “Pedestrian Crossing Prioritisation Process”, which set out a system for evaluating potential pedestrian crossing locations and developing and maintaining a prioritised list of crossing improvements.
- 3.2 At the Transport and Environment Committee of [4 June 2013](#), the weightings outlined in the aforementioned process were amended slightly to ensure that rural areas were not disadvantaged by the process applied, as naturally there are lower numbers of pedestrians in these environments.
- 3.3 The priority process ensures that pedestrian crossing improvements of a suitable type are delivered at the locations identified as having the most need.
- 3.4 Pedestrian crossing requests are collated in the order they are received, and assessments are undertaken in bi-annual batches. The number of assessments undertaken, and the number of proposed crossing improvements therefore vary from ward to ward.
- 3.5 The base data which is used to assess if a location is suitable for a crossing is known as the PV2 value. This is a nationally recognised value that indicates the number of passing vehicles and crossing pedestrians. Pedestrian and vehicle counts are taken over the peak hours of a week day, from 7.00am to 10.00am and 3.00pm to 6.00pm, and avoiding any school holidays or other factors which may skew results. This base PV2 value is then adjusted to take account of local factors such as the age of those crossing, the composition of passing traffic, the number of personal injury collisions involving pedestrians and the number of trip-attractors such as schools, doctors’ surgeries, shops etc.



- 3.6 A location with an adjusted PV2 value of 1 or higher (2 or higher on a dual carriageway) would be considered for a puffin crossing, locations with a value of 0.3 or higher would be considered for a suite of measures that includes a zebra crossing, refuge island or pavement build-outs. If a very low PV2 value is achieved no additional crossing facilities may be recommended. Appendix 4 contains a flow diagram, which details the steps carried out in a pedestrian crossing assessment.
- 3.7 This process is only used for the provision of stand-alone pedestrian facilities, such as puffin/zebra crossings and pedestrian islands; it does not apply to the provision of pedestrian phases at existing traffic signal controlled junctions.
- 3.8 On [9 August 2018](#), Transport and Environment Committee approved the pedestrian crossing priority list for 2018/19.
- 3.9 On [14 May 2020](#), Policy and Sustainability Committee considered a report on Creating Safe Spaces for Walking and Cycling and agreed that an updated pedestrian crossing prioritisation programme for 2020/21 should be presented to the committee as scheduled and that work should continue when national construction guidance allowed.

## 4. Main report

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- 4.1 Appendix 1 sets out the current prioritised list of 75 locations for pedestrian crossing improvements. This list also includes anticipated timescales for delivery. It is, however, likely that COVID-19 may impact on the projected design, consultation and construction programmes
- 4.2 Since August 2018, a total of 106 locations have been assessed, with 44 meeting the criteria for improved pedestrian crossing facilities. The list presented in Appendix 1 has been reviewed to identify locations adjacent or near each other that meet the criteria. These locations have been combined into a single entry and will be delivered together.
- 4.3 Contracts for the construction of five pedestrian crossing improvements were awarded earlier this year, prior to the COVID-19 outbreak. The delivery of these improvements had to subsequently be suspended but, following the recent easing of restrictions on construction work, delivery at the following locations is programmed to commence either later this month or at the start of September:
  - 4.3.1 Lasswade Road - at Little Learners Nursery;
  - 4.3.2 Fettes Avenue - at Comely Bank Road;
  - 4.3.3 West Granton Road - east of Granton Mains East;
  - 4.3.4 Gilmerton Dykes Street - at Gilmerton Dykes Crescent; and
  - 4.3.5 Ratcliffe Terrace - at BP garage.
- 4.4 In addition, a further improvement at Queensferry Road, Kirkliston (Section 75 funded) will be delivered as part of a footway resurfacing scheme being undertaken

under the Capital Maintenance Programme. A contract for construction has been awarded but a start date for the work has not yet been agreed. It is, however, expected that the crossing will be delivered prior to Christmas 2020.

- 4.5 Design work is currently ongoing for a further twelve improvements, for which delivery is expected to commence before the end of this financial year.
- 4.6 Some of the prioritised locations are on roads where changes have recently been made or are planned to improve conditions for walking and cycling as part of the Spaces for People programme. The two teams are working closely together to ensure that any proposed changes are complementary.
- 4.7 There are three previously prioritised crossings which are included on the list but are currently on hold:
  - 4.7.1 As a result of traffic diversion routes required for the Trams to Newhaven project, the previously approved crossing improvement on Pilrig Street at Cambridge Avenue;
  - 4.7.2 On Gilmerton Dykes Street at the bus terminus, pending the Council's adoption of parking bays introduced as part of the adjacent housing development; and
  - 4.7.3 The proposed pedestrian crossing improvement at Torphichen Street, while discussions are ongoing about development funding.
- 4.8 There are a further seven identified pedestrian crossing improvements which will now be undertaken as part of larger schemes, included in other Council work programmes. These detailed in Appendix 2.
- 4.9 Consultations have been undertaken on the preliminary design proposals at Corstorphine Road and West Granton Road. The results of the Corstorphine Road consultation are included in Appendix 3, alongside the number of responses received for West Granton Road.

## **5. Next Steps**

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- 5.1 If the recommendations of this report are approved, work will continue to deliver the prioritised list of schemes for 2020/21.
- 5.2 Work on the delivery of pedestrian crossing facilities identified in the priority list is continuous and resources normally allow for the progression of approximately 10-12 crossings concurrently.
- 5.3 Work will continue to align planned improvements with on-going or new Council schemes and to tie improvements to larger projects and Section 75 programmes as appropriate.
- 5.4 As new requests are received, these will be assessed and prioritised if the criteria are met. New pedestrian crossing improvements are added to the priority list below

those previously approved. It is, however, possible that some crossings can be delayed and, in this event, installation of other crossings will be brought forward.

## **6. Financial impact**

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- 6.1 The budget for delivery of pedestrian crossing improvements is contained in the Council's Road Safety Capital budget, with an approximate spend of £200,000 per financial year.
- 6.2 The Council has been awarded a greatly increased allocation of funding for 2020/21 from the Scottish Government's Cycling Walking Safer Streets programme. It is expected that this will allow a significantly increased spend on crossing improvements this financial year.
- 6.3 For an assumed Council capital expenditure of £200,000, the associated loan charges over a 30-year period would be a principal amount of £200,000 and interest of £170,000, resulting in a total cost of £370,000 based on an assumed loans fund interest rate of 4.386%. This represents an annual cost of £12,000 to be met from the corporate loans charge budget. There would be no loan charges associated with expenditure funded by the Cycling Walking Safer Streets grant.
- 6.4 Borrowing will be carried out in accordance with the Council's Treasury Management Strategy.

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

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- 7.1 Consultations are undertaken on preliminary proposals to allow the local community and other relevant stakeholders to view and provide feedback on the proposals as part of the design process. This ensures that the facilities take account of the requirements of the local community.
- 7.2 The delivery process of each pedestrian crossing improvement takes into account the road safety, mobility and accessibility needs of all users. Due regard will be given to the protected characteristics through the design and consultation process.
- 7.3 The delivery of pedestrian crossing improvements supports the Council's commitments to encourage active travel, reduce vehicle dependency and lower carbon emissions. Pedestrian safety and accessibility are also improved.

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

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- 8.1 None.

## **9. Appendices**

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- 9.1 Appendix 1 – Updated Pedestrian Crossing Priority List.
- 9.2 Appendix 2 – Other Planned Pedestrian Crossings.
- 9.3 Appendix 3 – Consultation Results.
- 9.4 Appendix 4 – Pedestrian Crossing Assessment Process.

**Appendix 1**  
**Updated Pedestrian Crossing Priority List**

Reference	Location	Adjusted PV2	Crossing Type	Estimated Construction Year
<b>Pedestrian Crossing Improvements - Schemes Currently Under Development</b>				
1	London Street - at Drummond Place	1.480	Raised Table	2020/21
2	West Granton Road - east of Granton Mains East	3.666	Refuge Island	2020/21
3	Fettes Avenue - at Comely Bank Road	1.745	Refuge Island	2020/21
4	South Gyle Broadway - at east roundabout	1.150	Signalised Crossing	2020/21
5	Ratcliffe Terrace - at BP garage	0.402	Refuge Island Upgrade	2020/21
6	Crewe Road South - at Comely Bank roundabout	0.789	Refuge Island Upgrade	2020/21
7	Gilmerton Dykes Street - at Gilmerton Dykes Crescent	0.388	Refuge Island	2020/21
8	Lasswade Road - at Little Learners Nursery	0.663	Refuge Island Upgrade	2020/21
9	East Fettes Avenue - at Broughton High School	0.504	Refuge Island	2020/21
10	Costorphine Road (A8) - east of Kaimes Road	2.810	Signalised Crossing	2020/21
11	Great King Street - west end towards St Vincent Street	0.406	Various Options to be Considered	2020/21
12	Restalrig Road - at Ryehill Terrace	0.352	Build Out	2020/21
13	Corbiehill Road - at Main Street	0.303	Refuge Island	2020/21
14	Slateford Road - between Hutchison Crossway and Appin Place	2.352	Signalised Crossing	2020/21
15	Albion Road - at Albion Place	0.460	Refuge Island	2020/21
16	Ashley Terrace - at Shaftesbury Park, and at Cowan Road	0.850 0.517	Refuge Island / Various	2020/21
17	Lanark Road - at the south end of Kingsknowe Playing Fields	0.370	Refuge Island Upgrade	2020/21
18	Lanark Road West - at Stewart Road	0.892	Various Options to be Considered	2021/22
19	Yeaman Place - at Dundee Street, and at Polwarth Crescent	1.869 0.457	Signalised Crossing / Refuge Island	2021/22
20	North West Circus Place - at Royal Circus	0.545	Various Options to be Considered	2021/22
21	Craiglockhart Avenue - north of Craiglockhart Drive North	0.425	Refuge Island Upgrade	2021/22
22	Colinton Road - at Craiglockhart Park, and at Lockharton Crescent, and at Little Monkeys Nursery	0.606 0.379 1.927	Various Options to be Considered	2021/22

Reference	Location	Adjusted PV2	Crossing Type	Estimated Construction Year
23	Telford Road - at Forthview Terrace, and at Telford Place	0.553 0.505	Refuge Island Upgrades	2021/22
24	Gilmerton Dykes Street - at Bus Terminus	0.490	Refuge Island	On Hold
25	Pilrig Street - at Cambridge Avenue	0.320	Refuge Island	On Hold
26	Torphichen Street - at existing drop crossing near corner	0.402	Various Options to be Considered	On Hold
<b>Pedestrian Crossing Improvements - Upcoming Proposals</b>				
27	Whitehill Road - east of Lawhouse Toll	0.319	Various Options to be Considered	2021/22
28	Clermiston Road - at Clerwood Park	0.329	Various Options to be Considered	2021/22
29	Grassmarket - at existing zebra crossing	4.708	Signalised Crossing	2021/22
30	Queensferry Road - east of Buckingham Terrace, and at Blinkbonny Crescent steps	1.469 0.561	Signalised Crossing / Various	2021/22
31	Gorgie Road - east of Number 511, and at Chesser Court	2.855 2.639	Signalised Crossing / Various	2021/22
32	Moredun Park Road - adjacent to school and library	0.771	Various Options to be Considered	2021/22
33	Newcraighall Road - at Fort Kinnaird roundabout east leg, and at west leg, and at Craigmillar Community Arts	1.308 1.458 0.662	Signalised Crossing / Various	2021/22
34	Albany Street - at Dublin Street	0.681	Various Options to be Considered	2021/22
35	Longstone Road - at Longstone Gardens	0.624	Various Options to be Considered	2021/22
36	Saughton Road North - south of WhinPark Medical Centre	0.310	Refuge Island Upgrade	2021/22
37	Ferry Muir Road - between Tesco and Shell garage	0.579	Various Options to be Considered	2021/22
38	Annandale Street - north west roundabout arm	0.332	Various Options to be Considered	2021/22
39	Chapel Street - at West Nicolson Street	4.143	Signalised Crossing	2022/23
40	Crichton Street - at George Square	0.456	Various Options to be Considered	2022/23
41	Liberton Brae - at Orchardhead Road and Tower Mains junction	0.448	Various Options to be Considered	2022/23
42	Duddingston Park - at Durham Place Lane	0.589	Refuge Island Upgrade	2022/23
43	Colinton Mains Drive - between Oxfangs Road North and Colinton Mains Garden	0.442	Various Options to be Considered	2022/23
44	Learmonth Terrace - at Queensferry Road	0.694	Various Options to be Considered	2022/23
45	Comiston Road - north of Riselaw Crescent	0.526	Refuge Island Upgrade	2022/23
46	Henderson Row - east of Saxe Coburg Terrace	0.339	Various Options to be Considered	2022/23

Reference	Location	Adjusted PV2	Crossing Type	Estimated Construction Year
47	Peffermill Road - adjacent to hockey fields	1.322	Signalised Crossing	2022/23
48	Regent Steps - at Abbeyhill/Abbey Mount	0.707	Various Options to be Considered	2022/23
49	Westerhailes Road - at Calder Drive	1.624	Signalised Crossing	2022/23
50	Trinity Crescent - at York Road	0.413	Various Options to be Considered	2022/23
51	Milton Road West - between Duddingston Avenue and Southfield Terrace	0.336	Refuge Island Upgrade	2023/24
52	McDonald Road - at Broughton Road	0.412	Various Options to be Considered	2023/24
53	Dublin Street - at Drummond Place	0.313	Refuge Island Upgrade	2023/24
54	Slateford Road - east of Primrose Terrace	0.325	Various Options to be Considered	2023/24
55	McDonald Road - adjacent to school gate	0.549	Various Options to be Considered	2023/24
56	Tipperlinn Road - at Morningside Place	0.749	Various Options to be Considered	2023/24
57	Lauriston Place - at Heriot Place	3.312	Signalised Crossing	2023/24
58	Commercial Street - near to Cromwell Place	0.567	Various Options to be Considered	2023/24
59	Craighall Road - at Craighall Avenue, and near Craighall Terrace	0.943 0.573	Various Options to be Considered	2023/24
60	Whitehouse Road - at Barnton Grove junction	2.282	Signalised Crossing	2023/24
61	Gracemount Avenue - at Lasswade Road	1.646	Signalised Crossing	2023/24
62	Dean Bridge - at Bells Brae and planter	3.906	Signalised Crossing	2023/24
63	Leven Street - north of Glengyle Terrace	4.727	Signalised Crossing	2023/24
64	Abercromby Place - near to Dublin Street	1.466	Signalised Crossing	2024/25
65	Inverleith Place - at Arboretum Road	2.409	Signalised Crossing	2024/25
66	Newhaven Road - at Dudley Gardens and at Summerside Place	0.403 0.377	Various Options to be Considered	2024/25
67	Drum Street - at Ravenscroft Street	0.456	Various Options to be Considered	2024/25
68	Eastfield Road (Airport) -between Moxy Hotel and Stantec	0.419	Various Options to be Considered	2024/25
69	Morningside Park - at Morningside Road	0.311	Various Options to be Considered	2024/25
70	Falcon Avenue - at Morningside Road	0.547	Various Options to be Considered	2024/25

Reference	Location	Adjusted PV2	Crossing Type	Estimated Construction Year
71	Duddingston Crescent (Milton Road) - at Park Avenue	0.321	Various Options to be Considered	2024/25
72	Bellevue Place - at B901 Bellevue	3.632	Signalised Crossing	2024/25
73	St Colme Street - at Ainslie Place	6.188	Signalised Crossing	2024/25
74	Ferry Road - at Monmouth Terrace	2.742	Signalised Crossing	2024/25
75	East London Street - adjacent to St Mary's RC Primary School	1.812	Signalised Crossing	2024/25



**Appendix 2**  
**Other Planned Pedestrian Crossings**

<b>Location</b>	<b>Crossing Type</b>	<b>Means of delivery</b>
The Loan, South Queensferry	Signalised crossing	Queensferry High Street Public Realm Scheme
Marchmont Road at Marchmont Crescent junction	Signalised crossing	Active Travel Marchmont to King Buildings
Candlemaker Row at George IV Bridge	Various crossing improvements being considered.	Active Travel Meadows to George Street
Old Dalkeith Road between Inch Park and Bridgend Community Centre	Signalised crossing	Active Travel Bioquarter to Dalkeith Road
Gilmerton Road at Aldi	Various crossing improvements being considered.	Capital Maintenance Scheme
Bernard Terrace at St Leonard's Street	Zebra crossing	South East Locality
Queensferry Road, Kirkliston	Signalised Crossing and Footway Widening	Section 75/ Capital Maintenance Scheme
Newbattle Terrace at Falcon Gardens	Signalised Crossing	Section 75/ Capital Maintenance Scheme

## Appendix 3 Consultation Results

### 3.1 Corstorphine Road - Consultation Responses

A public consultation was carried out on the proposed signalised crossing on Corstorphine Road, east of Kaimes Road. Members of the public within the vicinity of the project were invited to take part in this consultation, as well as statutory consultees. The results can be found below.

Respondent	Number
Local Resident	133
Local Business	25
Edinburgh Access Panel	1
Totals	159

#### Response to comments raised during the consultation period -

##### 1. Why are you building this crossing?

Following a request for a pedestrian crossing facility, Corstorphine Road east of Kaimes Road was surveyed through the priority system approved by the Council's Transport, Infrastructure and Environment Committee on 28 July 2009 that was developed to evaluate locations and the crossing type most suitable for each location.

The base data which is used to assess if a location is suitable for a crossing is known as the PV2 value. This is a nationally recognised value that indicates the number of passing vehicles and crossing pedestrians. Pedestrian and vehicle counts are taken over the peak hours of a week day, from 7am to 10am and 3pm to 6pm, and avoiding school holidays or any other factors which might cause an abnormal result.

This base PV2 value is then adjusted to take account of local factors such as the age of those crossing, the composition and speed of passing traffic, the road width, the number of pedestrian accidents and the presence of nearby trip attractors such as schools, doctors' surgeries, shops etc.

It met the Council's criteria for a signalised crossing facility and was approved by the Council's Transport, Infrastructure and Environment Committee on 9 February 2010. The delivery of the pedestrian crossing facility was put on hold while exploring potential funding from a nearby development, and latterly it's potential integration with a larger active travel scheme.

##### 2. Can the crossing be a toucan crossing?

The proposed puffin crossing facility will be delivered by the Council's Road Safety team having met the approved criteria for this type of facility. Our colleagues in the Active Travel team have longer term proposals for Corstorphine Road, which would involve upgrading the crossing facility to a toucan crossing. For more information, please contact [activetravel@edinburgh.gov.uk](mailto:activetravel@edinburgh.gov.uk).

##### 3. Can segregated cycle lanes be provided along Corstorphine Road

Improving cycling facilities along Corstorphine Road falls under the proposals being progressed by the Council's Active Travel team. More information is available by contacting [activetravel@edinburgh.gov.uk](mailto:activetravel@edinburgh.gov.uk).

##### 4. Can the steps at Traquair Alley be removed and replaced with a ramp?

Unfortunately, this is outwith the scope of the proposed signalised crossing scheme. The Council's Active Travel team are exploring this in line with plans to upgrade the puffin facility to a toucan in the future.

##### 5. Can yellow boxes be installed at Kaimes Road, the entrance and exit to Silvan House, and 235 Corstorphine Road?

The implementation of yellow boxes at each of the requested locations will be considered as part of the detailed design process.

##### 6. The access to 235 Corstorphine Road will lose the right turning lane, can additional marking be installed to ease this?

This will be considered as part of the detailed design process.

##### 7. Can a right turning lane be installed at the bottom of Kaimes Road?

The implementation of a right turning lane will be considered as part of the detailed design process.

##### 8. Can the island at Kaimes Road remain to preserve space for turning vehicles and cyclists?

The removal of the existing island near to Kaimes Road is necessary to facilitate the proposed build out to reduce the width of the signalised crossing. Its removal is also required to allow for the Active Travel teams proposed cycling improvements.

**9. Will the crossing be responsive to pedestrians and cyclists or will there be a long delay?**

As a pedestrian crossing facility, traffic will only be stopped when there is the demand to cross. In response to the volume of traffic on Corstorphine Road, the equipment uses a detector to measure traffic on approach to ensure both crossing demand is addressed in a timely manner and that traffic flow is not excessively impeded.

**10. Can contrasting tactile paving be used?**

A request was made for a contrasting colour - preferably red – to be used for the tactile paving. The Edinburgh Street Design Guidance for tactile paving states that the colour should be of a contrasting grey colour and that red & buff may be used only in exceptional circumstances if there is a special requirement. Within asphalt surfacing this should be light grey; in flagged areas this should be charcoal grey. This will be considered as part of the detailed design process.

**11. Can the latest technology for the crossing be used, e.g. rotating cones?**

Tactile cones to assist blind or partially sighted pedestrians will be fitted as standard to this crossing.

**12. Will the noise of the beeping be disruptive?**

The audio will be switched off between the hours of 23:00 and 06:00.

**13. Will the new crossing slow traffic and increase congestion?**

The Council's Local Transport Strategy expresses a policy of Edinburgh putting pedestrians first, which is complemented by the Council's Street Design Guidance, whose underlying philosophy is the role of a streets as a place for walking, cycling and as social spaces should be given much more prominence in the design process, reflecting the way communities live and interact.

Further information on the Edinburgh Street Design Guidance can be found at the link below:  
<http://www.edinburgh.gov.uk/streetsdesign>

**14. Will the new crossing not worsen pollution and air quality?**

Our pedestrian crossing programme stems from the premise of improving road safety. It is also key in promoting accessibility and to support/encourage journeys made on foot. An overarching objective would be to positively impact air quality issues across the city by encouraging more people to travel actively, a vital part of that is making it safer and more convenient to do so.

**15. Can Corstorphine Road be reduced to 20mph?**

The final 20mph network was approved by the Transport and Environment Committee on 13 January 2015. In developing the network, a consistent approach was applied across the city using a set of criteria to establish a network of 20mph streets in the city centre, main shopping and residential streets while retaining a strategic network of roads at 30 and 40 mph on key arterial routes, such as Corstorphine Road.

The introduction of the citywide 20mph network is a major project for the Council, taking in a high percentage of streets. It is likely that as a result of surveys, monitoring and public feedback, there will be some post implementation adjustments. This may involve further changes to speed limits, both within 20mph zones and possibly on some strategic routes which have retained higher speed limits. Comments raised through this consultation in relation to a reduction to 20mph will be recorded as part of this review.

**16. There is greater demand for a pedestrian crossing facility at Pinkhill**

If you would like a specific location assessed for pedestrian crossing facilities, please send the details of the location to [transport.roadsafety@edinburgh.gov.uk](mailto:transport.roadsafety@edinburgh.gov.uk) and an officer will contact you.

**17. Can the crossing be installed on the west side of Kaimes Road?**

The proposed crossing location was identified during the assessment process. It will cater to the pedestrian demand from Silvan House and Traquair Alley, in addition to supporting the Active Travel teams proposals.

**18. Should the crossing not encompass South Lodge and Kaimes Road?**

Corstorphine Road was the location surveyed that met the Council's criteria for a signalised crossing facility. The inclusion of additional junctions is therefore outwith the remit of the scheme.

**19. Is this not too close to the existing crossing at the zoo?**

In the interests of safety and to permit traffic flow, we do not generally install signalised pedestrian crossing facilities within 100 metres of each other. The existing signalised crossing, adjacent to Edinburgh Zoo, is approximately 200 metres from the site of the proposed crossing facility.

20. Can continuous footpaths should be added across the entrance and exit to Silvan House?

This is outwith the scope of the proposed pedestrian crossing installation.

21. Why are you narrowing two running lanes into one?

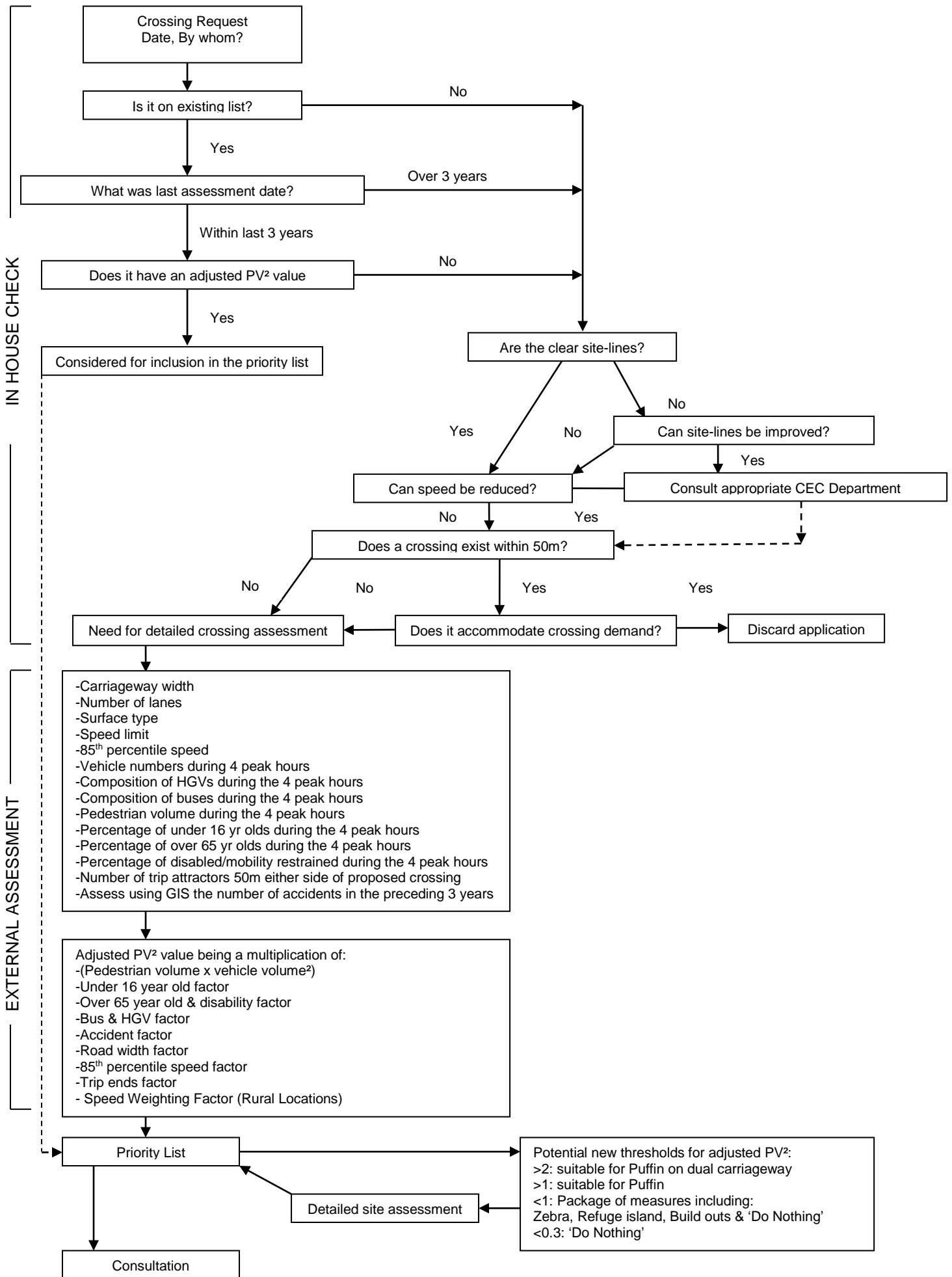
The proposed design does not reduce the number of running lanes. Two lanes in each direction will remain.

### 3.2 West Granton Road - Consultation Responses

A public consultation was carried out on the proposed pedestrian refuge island on West Granton Road, east of Granton Mains East. Members of the public within the vicinity of the project were invited to take part in this consultation, as well as statutory consultees. The collation of responses is currently ongoing

Respondent	Number
Local Resident	11
Police Scotland	1
Total	12

## Appendix 4 – Pedestrian Crossing Assessment Process



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# Policy and Sustainability Committee

10.00am, Thursday 6 August 2020

## Council Response to the Scottish Parliament's Inquiry into a Green Recovery

Item number  
Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 It is recommended that Policy and Sustainability Committee agree the consultation response.

**Andrew Kerr**

Chief Executive

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## Council Response to the Scottish Parliament's Inquiry into a Green Recovery

### 2. Executive Summary

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- 2.1 This report provides a summary of the proposed Council response to a call for views made by the Scottish Parliament's Environment, Climate Change and Land Reform (ECCLR) Committee which is holding an inquiry on a green recovery. It builds on the recommendations of the Edinburgh Climate Commission welcomed by Committee on 25 July 2020.

### 3. Background

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- 3.1 In April 2020, the Scottish Government suggested that it would consider incorporating a green recovery into the Climate Change Plan (CCP). Following a meeting with the ECCLR Committee in June 2020, the Cabinet Secretary for Environment, Climate Change and Land Reform, announced that Ministers hoped to publish a revised CCP in December to align with the Scottish Budget and meet climate targets to 2032. The inquiry closes on 7 August 2020.

### 4. Main report

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- 4.1 This Parliamentary inquiry centres on four themes to deliver a green recovery (highlighted in bold below). A brief summary of the Council's responses is included below each theme. In addition, the response highlights that ultimately there is no 'one size fits all' solution, and to deliver a truly green recovery Local Authorities must have a new transformative model of governance that gives the flexibility and accountability needed to locally respond to challenges, now and in the future, around economic change as well as future health and climate emergencies.
- 4.2 **Setting out a comprehensive framework for guiding an effective green recovery in Scotland**
- 4.2.1 The Council identifies that a successful green recovery should be one that delivers for the long term, catalyses job creation into growth industries, empowers citizens, improves public health and drives innovation while tackling climate change.



4.2.2 Such actions can only be delivered through Central and Local Government working together to enable change with input from business, the third sector and citizens.

### 4.3 **Recognising the key barriers to delivering a green recovery**

4.4 A green recovery in Edinburgh requires the national and local legislative, policy and fiscal environment to:

4.4.1 Provide significant public investment and stimulus to realise the economic opportunities of a green recovery

4.4.2 Develop investment programmes targeting projects which combine strong short-term benefits (such as job creation) while contributing to climate action and the national and city carbon target

4.4.3 Stimulate local business supply chains – through strategic use of public and major private sector procurement budgets – targeting development of strategically important supply chains for a net zero economy

4.4.4 Embed and build on the increased local powers and flexibility brought about by the emergency response to the pandemic

4.4.5 Recognise the need to invest in citizen resilience as well as business resilience, and that the mental and emotional stability of the workforce will be an important bedrock to a successful recovery

4.4.6 Prioritise place-based solutions built around strong relationships with communities, backed up by investment in community capacity and wealth building

4.4.7 Recognise the importance of open and green space in urban areas to physical and mental resilience of communities, the economic attractiveness of the city, and to the climate agenda.

### 4.5 **Identifying the key policies, actions and immediate priorities the are needed to deliver a green recovery**

4.5.1 A green recovery needs to be place-based, building on local assets and on the role and powers of Local Authorities and their partners.

4.5.2 Greater powers for Local Government in Scotland and more flexibility to shape and apply national economic provisions and investment plans are foundations for Scotland's collective success. Specifically, the Council would welcome

4.5.2.1 Certainty over financial packages and funding to support substantive and long-term investment decisions – particularly in respect of housing and infrastructure.

4.5.2.2 More coherent and enabling regulations and powers which enable a flexible and agile local approach. For example, supporting an inclusive duty to trade sustainably rather than identifying a myriad of specific policies and examples of how this can be done

4.5.2.3 Streamlined processes for decision making defined in legislation to enable rapid and ambitious local decisions. Process, including consultation and appeals, needs to be proportionate and balanced in the context of a climate emergency

4.5.3 Examples of specific tools and instruments which could be re-examined with a view to maximising income at the local level and ensuring Councils have the levers to support investment in the long-term resilience of the city include:

- Land value uplift taxes
- Non-domestic rates

4.5.4 The speed at which tools can be deployed will be pivotal in securing a green recovery and Councils require the discretion to rapidly introduce measures such as:

- Transient visitor levy
- Workplace parking levy

#### **4.6 Understanding future funding and acknowledging how the 2021/22 Budget can support a green and sustainable recovery and avoid locking in carbon**

4.6.1 As a priority, the remit and role of locally provided public services in delivering a green recovery must be reflected in the budget settlement. The budget must deliver the additional resources Local Authorities need to initiate actions, enable the scaling up of projects and fund the significant economic and infrastructure changes that need to take place to achieve a green and sustainable recovery.

4.6.2 The 2021/22 budget should include an economic stimulus package that would effectively promote decarbonisation, a community and employee-led transition from high- to low- and zero-carbon industry, the eradication of inequality and restoration of Scotland's environment.

4.6.3 Additional regulatory, fiscal and monetary powers would be needed to ensure a green recovery. It is welcomed that the Scottish National Investment Bank has climate change as its core objective, and we look forward to looking at SNIB's work in detail as it is established.

4.7 A full draft Council response to this call for views are provided in Annex A to this paper.

## **5. Next Steps**

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5.1 The Consultation response will be submitted to the Parliament on 7 August

## **6. Financial impact**

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6.1 There is no financial impact associated with this report.

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

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- 7.1 The response has been drafted with reference to the Local Governance Review consultation response; the Economy Advisory Board Consultation and the Edinburgh Climate Commission report endorsed by Committee.

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

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- 8.1 None

## **9. Appendices**

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Appendix: Consultation response

# Appendix

## The Environment, Climate Change and Land Reform Committee

### Green recovery

#### Submission from **The City of Edinburgh Council**

**In most cases we will publish your written submission on the Scottish Parliament's website. What you send us may also be quoted in the Committee's report or in its Committee meetings. These are public meetings that are broadcast online.**

Before making a submission, please read our [privacy notice](#) (section headed Parliamentary business – Committees) about submitting your views to a Committee. This tells you about how we process your personal data. If you are under 12 years of age, please read this 'Submitting Your Views to Committee: Young People' section.

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### **The Committee would particularly welcome views on the following questions–**

#### **Introduction**

This inquiry is very timely and welcomed by the Council.

The City of Edinburgh Council has established an Adaptation and Renewal Programme to plan for the city's recovery and to build a future for Edinburgh's citizens that is fairer and greener; tackling poverty and ensuring the city is well placed to be carbon neutral by 2030.

Following the first report of the Edinburgh Climate Commission, the Council has also committed to ensuring that its Adaptation and Renewal Programme plans for a green recovery; this will include a refreshed economy strategy and a new Council Business Plan.

**Do the principles of sustainable development (as set out in the annex), and those for a resilient recovery, as proposed by the UK Committee on Climate Change, provide a comprehensive framework for guiding an effective green recovery in Scotland?**

The principles of sustainable development and those proposed by UKCCC provide the foundations for building a comprehensive framework for guiding an effective green recovery in Scotland.

As set out in the UKCCC principles, a successful green recovery should be one that delivers for the long term, catalyses job creation into growth industries, empowers citizens, improves public health and drives innovation while tackling climate change.

These align with what the Council is trying to achieve in relation to tackling climate change, poverty alleviation and development of a resilient and low carbon circular economy for the future.

As proposed by UKCCC, there is a need for strong policies to reduce Scotland's vulnerability to climate change and avoid a disorderly transition to net zero, ensuring that these are implemented alongside the response to COVID-19 and bring benefits to health, well-being and national security.

In addition the UKCCC is clear that immediate steps are needed to support reskilling, retraining and research; to build a climate-resilient economy; scale up housing retrofits and build new homes that are fit for the future; invest in low-carbon, resilient infrastructure; public and active travel, and to expand tree planting, peatland restoration, green spaces and green infrastructure. The Scottish Government must avoid 'locking-in' higher emissions or increased vulnerability to climate change impacts over the long term as it plans for a green recovery.

An emphasis must be on central and local government working together to enable change, accelerate existing programmes and to develop new and more effective partnerships across the private and third sector and with citizens themselves.

The City of Edinburgh Council is keen to work with both the Scottish Government and the Parliament to put in place an overarching framework to ensure a green economic recovery from the pandemic that supports the acceleration of place-based action and decision-making and is conditional on climate impacts and benefits. The benefits of acting on climate change must also be shared widely, and the costs must not burden those who are least able to pay or whose livelihoods are most at risk as the economy changes.

To be successful all public bodies and wider stakeholders need to commit to systemic change built around this shared purpose. Specific projects and programmes that could be described as 'bolt on' will be counterproductive to the change that is needed.

### **What are the key barriers to delivering a green recovery (within your sector and / or community)?**

Edinburgh faces significant challenges as a result of the pandemic. For example,

- The independent Edinburgh Poverty Commission estimate that a further 13,000 people could face unemployment in the city in 2020.
- The pandemic has also exacerbated existing social inequality, and left young people, low paid workers and vulnerable groups exposed to hardship.
- The financial impact of COVID-19 on the city's public transport infrastructure has been significant and the speed with which customer confidence returns may add further challenge.
- The response to COVID-19 has significantly increased the Council's budget deficit. Financing a green recovery and investing in net zero policies and projects will be challenging in this context.

The city and the Council face a number of barriers to delivering a green recovery in this context including:

1. The challenge of balancing the need to act now to avoid and alleviate the significant risk to jobs in the city, alongside the desire to invest in and support the creation of better and more sustainable jobs
2. The resilience of local businesses and communities to create new opportunities, organisations and businesses at a local level that stimulate better and sustainable employment.

3. The pressure to restart services and resume business as usual and in doing so, to lose the opportunity to embed more efficient and greener ways of working, living and providing services to customers.
4. The financial capacity to deliver and make green investment decisions with organisations including the Council and across the city after the significant financial impact of COVID on business and organisational budgets.
5. An enabling legislative, regulative and democratic framework to take and make the scale and level of decisions necessary to build back better from the impact of COVID 19.

**What key policies, actions and immediate priorities are needed to deliver a green recovery (within your sector and / or community)?**

One major lesson learned from recovery after previous major crises, such as the 2008 global financial crash, is that having a strong vision for what the city, and Scotland, are aiming to achieve is an important factor in the success of any recovery and renewal plan.

Moving forward, in 2016 Edinburgh began a conversation with citizens about creating a shared vision for what the city should aim to be like by 2050. The City Vision that has been adopted describes the type of city and society the people of Edinburgh want to live in. The values and priorities from the Edinburgh 2050 City Vision public engagement campaign – welcoming (happy, healthy, safe), thriving (green, clean, sustainable), fair (inclusive, affordable, connected) and pioneering (culture, data, business) – reflect a positive ambition for the city to be embedded in delivering a green recovery.

We anticipate that this period of renewal and recovery will be supportive of a longer-term transition to a green recovery if the national and local legislative, policy and fiscal environment can rapidly pivot in order to:

- Prioritise place-based solutions built around strong relationships with communities, backed up by investment in community capacity and wealth building
- Develop investment programmes which provide projects which combine strong short-term benefits (such as job creation) with long term benefits to Edinburgh residents
- Stimulate local business supply chains – through strategic use of public and major private sector procurement budgets – targeting development of strategically important supply chains for a net zero economy
- Deliver appropriate public investment where long term financial and community benefits are clear – progressing with major development projects critical to the future of the city
- Build on the increased powers, flexibility and finance needed at a local level to respond effectively in the particular context of Edinburgh
- Recognise the need to invest in citizen resilience as well as business resilience, and that the mental and emotional stability of the workforce will be an important bedrock to a successful recovery
- Recognise the importance – to physical and mental resilience, to the economic attractiveness of the city, and to the climate agenda - of open and green space in urban areas

**Greater fiscal devolution to Councils**

Financing and investing in change that could deliver the City net zero carbon target was already challenging. The City of Edinburgh Council has incurred significant financial pressure as a consequence of the pandemic, and this has made the challenge of funding a green recovery even more challenging.

Now is the time for the Scottish Government to commit to giving Councils strong local fiscal powers to support confident local action and investment decisions and to ensure that Councils can be resilient to future economic shocks.

Examples of specific tools and instruments which could be re-examined with a view to maximising income at the local level and ensuring Councils have the levers to support investment in the long-term resilience of the city include:

- Land value uplift taxes
- Non-domestic rates

The speed at which tools can be deployed will be pivotal in securing a green recovery and Councils require the discretion to rapidly introduce measures such as:

- Transient visitor levy
- Workplace parking levy

### **Greater budget and funding certainty**

In addition to greater fiscal devolution to raise income in ways that are locally appropriate, the Scottish Government must provide financial certainty to enable not only sound local financial planning but also to take long term investment decisions.

This goes beyond the local government settlement to include funds and national investment plans that anchor local projects and programmes of investment. Any uncertainty at the present time affects both the public and private confidence to make the scale and type of investments necessary to underpin a green recovery. For example, Scottish funding to support affordable housing runs out this year and the next stages of funding have not been confirmed. More certainty is required.

In addition, more generally, funding could be more closely aligned to the objectives of a green recovery and to the sustainable development goals.

### **More coherent and empowering legislative frameworks**

It is difficult to pick out multiple changes to legislation to respond to something as broad and encompassing as a green recovery. However, Councils would benefit from the Scottish Government and the Scottish Parliament taking a more holistic approach to the legislative foundations that drive change. More empowering legislation and regulation which enable a flexible and agile local approach, and which encourage systemic rather than piecemeal change would support a green recovery.

One example of this is in how businesses are regulated and licensed. While recent moves to stop the use of plastic straws and plastic cups is welcome, a more inclusive duty to trade sustainably would encourage more positive business choices in the round, be easier to target issues of local concern and be more durable over time.

However, legislation framing the regulation of businesses in the here and now is for the most part historic. Licensing frameworks in particular don't empower or encourage sustainable action within the modern context we operate in. Councils who choose to enact change or push the boundaries of legislation do so at the risk of being legally exposed. In order for Councils to maximise their potential for local action and support a green recovery

they need to operate in a more coherent and empowering legislative framework. Brexit presents a risk to the legal frameworks within which we currently operate but it also presents an opportunity to put a modern enabling framework in place.

### **Streamlined legislative processes for decision making.**

Streamlined processes for decision making defined in legislation to enable rapid and decisive local decisions. Process, including consultation and appeals, needs to be proportionate and balanced in the context of a climate emergency.

During the pandemic the Government and the Parliament showed the ability to legislate and regulate quickly to ensure that the right actions could be taken to protect lives and respond to the emergency. The same type of speed and agility is required to support the green recovery and tackle the climate emergency.

In addition to acting quickly to legislate, some reflection needs to be given to the scale, and timeframes imposed within legislation for local decision-making processes. Agile and impactful local decision making of the scale required to support a green recovery will not be possible if by way of example, the Scottish Government and then the Scottish Parliament take 2 years to agree the regulation supporting the implementation of a local workplace parking levy, and then within those regulations, set out a process for local decision making that takes a further 12-18 months.

While due process must be given to consultation and engagement with the appropriate rights of appeal, this has to be balanced against the need and desire for Councils such as Edinburgh to make impactful and agile local decisions that shape the city's recovery at the same time as tackling climate change and delivering a net zero ambition by 2030. Processes that take years to navigate act as a deterrent to change.

### **How should the 2021/22 Budget support a green and sustainable recovery and avoid locking in carbon; and what funding is needed in the ECCLR portfolio to deliver a green and sustainable recovery?**

It is welcomed that investing in public services and ending Scotland's contribution to climate change are at the core of the Scottish Government's 2021/22 Budget. If the Government wants to see Council's realise their potential to lead and drive change that embeds a green recovery, then the local government settlement must reflect this ambition. Council's cannot drive the changes we need to see while balancing significant budget pressures experienced as a result of the pandemic with out support from the Scottish Government.

The Budget must deliver the additional resources councils need to initiate actions, enable the scaling up of local projects and fund the significant economic and infrastructural changes that need to take place to achieve a green and sustainable recovery. The Edinburgh Climate Commission details many areas where capital investment and stimulus in the city would help to lay a strong foundation for a green recovery.

The 2021/22 Budget should include an economic stimulus package that would effectively promote decarbonisation, a community and employee-led transition from high- to low- and zero-carbon industry, the eradication of inequality and restoration of Scotland's environment.

The City of Edinburgh Council would welcome new or expanded national programmes of funding and specifically investment in retrofitting, energy efficiency and renewable



installations, low and zero carbon transport infrastructure, climate change adaptation, green infrastructure, and digital connectivity.

Energy networks must be strengthened for the net-zero energy transformation in order to support electrification of transport and heating. Fast-tracked electric vehicle charging points will hasten the move towards a full phase out of petrol and diesel cars and vans by 2032 or earlier.

Scottish Government support is needed to renovate office buildings, private housing and to construct new housing to the highest standards of energy and water efficiency. For home working to be truly a widespread option, resilient digital technology (5G and fibre broadband) will be needed. This will further accessibility and flexibility to the jobs market for people who may have previously felt excluded, such as due to personal mobility or health reasons.

It is welcomed that the Scottish National Investment Bank has climate change as its core objective, and we look forward to looking at SNIB's work in detail. Scotland needs to become a global leader in sustainable investment. The Council would welcome continued opportunities to discuss the next iteration of the City Region Deal and the potential for a Green City Region Deal into the future,



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# Policy and Sustainability Committee

10.00am, Thursday, 6 August 2020

## Accounts Commission: Local Government in Scotland – Overview 2020

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 Members of the Policy and Sustainability Committee are asked to:
  - 1.1.1 note the contents of the report; and
  - 1.1.2 refer the report to the Governance, Risk and Best Value Committee for its scrutiny.

**Andrew Kerr**  
Chief Executive

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## Accounts Commission: Local Government in Scotland – Overview 2020

### 2. Executive Summary

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- 2.1 The report provides a summary of the main issues and themes identified within the Accounts Commission’s recently-published *Local Government in Scotland – Overview 2020* national report.

### 3. Background

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- 3.1 On 23 June, the Accounts Commission published its annual *Local Government in Scotland – Overview* report. The report is intended to complement the findings and recommendations of the earlier *Local Government in Scotland: Financial Overview 2018/19* report considered initially by the Finance and Resources Committee on 23 January 2020 and thereafter referred to the Governance, Risk and Best Value Committee on 18 February for scrutiny.
- 3.2 In addition to drawing upon the findings of the earlier report, its contents and main conclusions are informed by published performance data and local government audit work undertaken in 2019, including Best Value Assurance Reports (BVARs), annual audits and national performance audits. Use is also made, as appropriate, of Councils’ annual accounts, statutory returns and Local Government Finance Circulars, with reference furthermore included to the findings of the Local Government Benchmarking Framework (LGBF) and other statutory inspection bodies for 2018/19.
- 3.3 As with other similar recent national studies, the report features [a number of questions](#) that elected members may wish to consider in the context of their own particular council’s position and performance. An [interactive report](#) is also available, providing more detailed, council-specific insight into some of the higher-level trends highlighted within the report.
- 3.4 It is important to emphasise that the evidence contained within the report was compiled *before* the main onset of the coronavirus pandemic. While the pandemic has resulted in a necessary refocusing of resources to deal with its immediate impacts and the Council and city’s subsequent recovery, the key messages set out within the report multiply these challenges further, with the need to do things differently to meet the needs of communities more efficiently and effectively now

even more relevant and requiring to be fully acknowledged and incorporated within the Adaptation and Renewal Programme.

## 4. Main report

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### Overview of report and key messages

- 4.1 The report sets out, on **pages 5 to 7**, a series of key messages and related recommendations for local government and integration joint boards. These recommendations focus in particular upon the need to:
- (i) **invest leadership capacity in analysing the range of challenges and planning for the future**, including implementing required changes in service delivery, further development of medium to longer-term financial planning and better monitoring and reporting the delivery of local priorities and outcomes;
  - (ii) **maximise the potential of collaborative working by working more effectively alongside community planning partners and other councils, partners and communities** in developing plans to improve and change the way in which services are delivered. These plans should be underpinned by increased community influence and control of local decision-making;
  - (iii) **develop leadership capacity and workforce planning arrangements** including effective succession planning and capacity development for leadership positions, increasing the uptake of learning and development opportunities by councillors and improving the quality and range of workforce data to give a comprehensive profile of the current organisation-wide workforce. This profile should be used to identify and address skills gaps, plan for the skills required to deliver services, both now and in the future, prioritise the development of staff and build a learning culture to learn from experience both within and outside the organisation; and
  - (iv) **consider how the recommendations above relate to each key service area.**
- 4.2 **Pages 10 to 23** of the report provide a comprehensive and accessible overview of the challenges facing local government, be they political, economic, demographic, financial or policy-led. **Pages 24 to 40** then include a series of related recommendations on how councils can reconcile these often-conflicting demands, highlighting a range of good-practice examples and improvement actions drawn, in the main, from BVARs published during the year.
- 4.3 In a change from past years, the final section of the report provides **a detailed case study on planning services**, illustrating how the above-mentioned challenges have affected the sector and how it has responded. Paragraphs 4.4 to 4.11 of this report couch the report's findings and recommendations within an Edinburgh context.

## Planning services case study

- 4.4 The challenges the report identifies are generally relevant to Edinburgh with, in particular, the level of population growth in the city and wider region meaning increased demand for housing, services and infrastructure. In Edinburgh, the land use and infrastructure pressures are being addressed through the current Local Development Plan and its Action Programme, and by the forthcoming City Plan 2030.
- 4.5 The report highlights the new responsibilities which the Planning (Scotland) Act 2019 has established for planning authorities. These include additional requirements intended to increase engagement with communities through Local Place Plans, prepare regional spatial strategies and appoint chief planning officers. They also include new powers to introduce short-term let control areas, which the City Plan 2030 project has consulted on.
- 4.6 The report highlights the need for planning authorities to develop different skills to reflect the focus of the Act. Edinburgh's staff training programme is being refreshed to support this, and ways of delivering training virtually are being developed by staff-led initiatives.
- 4.7 **Paragraph 86** of the report highlights the importance of political leaders and managers providing effective leadership, support and resources for planning services to make the necessary changes at a good pace.
- 4.8 The report points out resource challenges of shrinking budgets, capped and limited-scope planning fees, and ageing workforces. These are all relevant to Edinburgh and it should be noted that despite being, with Glasgow, one of the main beneficiaries of a national increase in maximum fees for planning applications, Edinburgh's application fees income does not cover the cost of delivering the planning service. The report's findings regarding the difficulty of recruiting qualified staff have not to date, however, been experienced in Edinburgh.
- 4.9 The report identifies national trends in improving time performance in processing applications, possibly as a result of a narrow focus. These trends are now being mirrored in Edinburgh, as a result of changes introduced by the service's Planning Improvement Plan. However, this relative improvement still has significant room to proceed further, as Edinburgh's decision-making times are still longer than national averages. Further changes and process improvements are therefore being progressed, in some cases making use of measures developed during the COVID-19 emergency.
- 4.10 The report identifies the importance of looking beyond mere processing time performance to the outcomes achieved (**paragraph 99**). In Edinburgh, the refreshed Planning Improvement Programme therefore includes the establishment of a cycle for measuring the quality of outcomes achieved.
- 4.11 The report highlights the need for planning services to build relationships with other council services, external partners and communities, and to deliver the national Place Principle. Edinburgh has significant experience in this regard. Work across council services and healthcare partners to develop a corporately-aligned

infrastructure plan to support plan-led growth has been recognised nationally (the Local Development Plan Action Programme). The joint engagement and place-led approach to the City Mobility Plan and City Plan 2030 support the national Place Principle. However, the expectations and challenges associated with the preparation of Local Place Plans will place new demands on several services across the Council and may be particularly challenging in a new financial context.

### **Other Edinburgh-specific references**

- 4.12 Given the report's Scotland-wide coverage, there are relatively few other Edinburgh-specific references. Much of the content nonetheless resonates with the Council's own situation, including the need for service transformation and prioritisation, more effective and integrated management of growing social care-related demand and further improvements in workforce planning and longer-term financial planning. The findings of the Council's own BVAR, anticipated to be published in late 2020, will be particularly instructive in applying these to a local context.

## **5. Next Steps**

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- 5.1 Following consideration by the Policy and Sustainability Committee, the report will be scrutinised by the Governance, Risk and Best Value Committee.
- 5.2 As noted above, publication of the Council's Best Value Assurance Report is anticipated later in the year and will, alongside the Annual Audit Report, position the report's recommendations within an Edinburgh-specific context.

## **6. Financial impact**

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- 6.1 There is no direct impact arising from the report's contents but its content reminds officers and members of the importance of service transformation and, where necessary and appropriate, service prioritisation to secure financial sustainability going forward. Decisions in these areas should be underpinned by effective medium and longer-term financial planning.

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

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- 7.1 There is no direct impact arising from the report's contents but the report, on pages 36 to 40, sets out how councils could do more to involve communities in planning their services and better demonstrate how this engagement is used to improve outcomes.

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

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- 8.1 [Accounts Commission: Local Government in Scotland – Financial Overview 2018/19](#), Finance and Resources Committee, 23 January 2020.

## **9. Appendices**

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- 9.1 – Local Government in Scotland – Overview 2020

# Local government in Scotland

# Overview 2020



ACCOUNTS COMMISSION 

Prepared by Audit Scotland  
June 2020






# The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: [www.audit-scotland.gov.uk/about-us/accounts-commission](http://www.audit-scotland.gov.uk/about-us/accounts-commission) 

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## Audit team

The core audit team consisted of: Carol Calder, Kathrine Sibbald, David Love and Claire Tennyson, with support from other colleagues and under the direction of Claire Sweeney.

## Links

-  PDF download
-  Web link

## Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

# Chair's introduction



Local government in Scotland is under unprecedented pressure due to COVID-19. We have all seen examples of outstanding work by councils and their partners in recent months to deliver vital services to communities across Scotland as they have sought to deal with the unprecedented challenges of the pandemic with professionalism, compassion and kindness.

This report is the Commission's annual summary of the key challenges and performance issues faced by councils. The report was produced prior to the pandemic and, after careful consideration, it has been decided to issue the report now.

I believe that although the world in which councils are operating has dramatically changed in the last few months, the report still contains important messages which will be helpful as part of the recovery.

The precise scale and impact of COVID-19 on our communities, critical services and the wider economy is as yet unknown. However, I believe that the economic impact on public services will be very significant on funding as well as, through its social consequences, on demand.

For several years, councils have been dealing with increasing challenges and uncertainty while continuing to address the needs of local people and national priorities. The challenges are only going to grow as we deal with the immediate and longer-term implications of COVID-19 alongside existing pressures such as leaving the European Union, the climate emergency, population change, poverty and tackling inequality. We have emphasised before the need to make more fundamental change to the way services are delivered and improve long-term financial planning.

The crisis puts into clear focus the pivotal role of public services, including councils, in delivering not only the day-to-day services that communities rely on, but also in responding to risks. Indeed, it emphasises the essential importance of effective leadership, good governance and good financial management for all councils.

As we start to see our way through this pandemic and attention turns to recovery and renewal, the Commission will take time to consider how we can appropriately reflect the changed circumstances in our work.

I hope that you will find this report helpful and we would be glad to receive your feedback on how we might focus our work during the recovery period.

**Graham Sharp**  
Chair of the Accounts Commission



# Summary



## Key messages

The COVID-19 pandemic brings unprecedented challenges across communities and public services. The effect on the health and wellbeing of our communities, as well as the financial difficulties and increased levels of poverty, will be significant. The impact on the economy, on national finances and on local public services will also be considerable. This report was compiled before the escalation of the pandemic and is an overview of local government in 2019. But its messages remain relevant. The pandemic multiplies the challenges for local government further and so the need to do things differently to meet the needs of communities more efficiently and effectively is even more important.

- 1** Councils are working hard to deliver services to their communities. But the context they are working in is increasingly uncertain and complex. Demographic and social change is creating demand for services, while the strain on budgets continues to intensify. National policy commitments are increasing and the stresses on other public and third sector partners add to the difficulties in delivering services. The cumulative effect of these pressures on councils is beginning to show across service performance and use of financial reserves.
- 2** Scottish Government revenue funding to councils has reduced in real terms over the period 2013/14 to 2020/21 by 3.3 per cent. Since 2017/18 however, it has increased by 3.9 per cent in real terms, to £10.7 billion in 2020/21. This does not include additional funding in response to the COVID-19 pandemic. The strain on budgets is evident as councils continue to dip into their reserves to make ends meet. Medium-term funding levels are uncertain, making continued use of reserves to manage the funding gap unsustainable. Long-term financial planning is not well enough developed in many councils and in integration joint boards. Medium- and long-term financial planning are important tools for making well-informed decisions and to effectively manage continuing financial challenges.
- 3** Alongside the uncertainty of funding levels, the scale and complexity of the challenges for councils and integration joint boards will continue to grow in the coming years. Change is needed in how they serve their communities, so that they are able to respond to the needs and improve outcomes for people into the future, in the most efficient and effective ways. More radical thinking is needed for longer-term solutions. It requires investment of time and capacity by political and management leaders, to analyse the range of challenges for the

area, develop the thinking and planning for the medium and longer-term. This is difficult, in already demanding roles, but this investment is important.

- 4** Councils alone cannot improve outcomes for communities and achieve local priorities. The full potential of collaborative working with partner organisations and communities is not yet being realised. More progress is needed. Councils need to demonstrate strong leadership and collaborate with partners, including integration joint boards, NHS boards, the voluntary and private sectors, and their local communities. This is essential if they are to make best use of local resources, including the workforce, and demonstrate Best Value.
- 5** Workforce planning is fundamental to ensure that councils have the staff, skills and leaders they need to deliver change. Some progress has been made to improve workforce planning, but much more needs to be done. As the workforce ages, councils need to be more flexible and agile in how they deploy staff, work with partners and attract younger people to work in local government and respond to specific skills gaps. This also requires comprehensive workforce data and planning.

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## Recommendations

To respond to the challenges facing local government and deliver local priorities and improve outcomes for their communities:

**Governance - councils and integration joint boards need to:**

- invest leadership capacity in analysing the challenges and planning for the future, including:
  - plans for how services will be delivered that reflect the scale of the challenges ahead and will deliver demonstrable improvement in outcomes for communities
  - putting in place and continuing to develop medium- and long-term financial planning that will inform ongoing review and implementation of plans for change.
- monitor and report on delivery of local priorities and outcomes while improving public performance reporting.

**Collaboration - councils and integration joint boards need to:**

- maximise the potential of collaborative working by:
  - working alongside partners to improve community planning partnerships, so that they have a clearer strategic direction and take a more active role in leading local partnership working
  - engaging with other councils, partners and communities in developing plans to improve and change the way services are delivered.

- increase the opportunity for communities to influence or take control of local decision-making and, demonstrate how communities are supported to help design or deliver local services and improve outcomes.

### Capacity and skills - councils and integration joint boards need to:

- develop leadership capacity and workforce planning arrangements including:
  - effective succession planning and capacity development for leadership positions
  - approaches to increase the uptake of learning and development opportunities by councillors, to ensure that they are equipped to respond to the challenging context and their role in planning for the future
  - improving the quality and range of workforce data to give a comprehensive profile of the current organisation-wide workforce
  - using this comprehensive workforce data to:
    - identify and address skills gaps, including those related to lack of capacity or the age profile of staff
    - plan for the skills required to deliver services, both now and in the future, including using skills from the third and private sectors, with a greater focus on collaborative and flexible working
  - prioritising the development of staff across their organisations, to build more resilient teams, focused on improving the lives of local people
  - building a learning culture to learn from experience both within and outside the organisation.


### Services - councils and integration joint boards need to:

- consider how the recommendations above relate to each service.
- For planning services this specifically includes:
  - ensuring the role of chief planning officer is positioned to contribute at a strategic level to corporate level discussion and planning
  - developing detailed workforce planning and strategies that will respond to the changing skills needs of the service and consider at a national level how collectively the limited availability of planning professionals can be addressed
  - providing effective leadership to staff for the cultural changes needed to respond to the shift in focus for this service
  - implementing changes to how the service works to improve the level of partnership working and community engagement.

## About this report

**1.** The evidence used in this report was compiled before the escalation of the COVID-19 pandemic. It sets out the Accounts Commission's view before this unprecedented situation began to unfold. It provides an independent overview of the other challenges facing councils in Scotland, how councils are responding to tightening budgets and how this affects the services provided to the communities they serve. As well as informing the public, the report aims to inform local government councillors and senior council officers, to support them in their complex and demanding roles. Although this report does not address the impact that the COVID-19 pandemic will have on local government and its communities, the issues and the messages remain relevant.

**2.** The report highlights the context councils were operating in prior to the pandemic, with increasing need for services for communities but also with financial pressures and uncertainties. It looks at some of the main tools that contribute to change and how effectively councils are using these to respond to increasing demand and strained budgets. The final section of the report sets out a case study on planning services as an example of how these challenges are affecting an individual service, how that service is responding and the impact on its performance.

**3.** The report draws on findings from Local government in Scotland: Financial overview 2018/19, published performance data and local government audit work in 2019. This includes **Best Value Assurance Reports**  (BVARs), annual audits and national performance audits. All national and individual council audit reports are available on our website. Where specific examples of council activities or circumstances are referenced, this is not intended to imply that the named councils are the only ones engaging in these activities or experiencing these circumstances.

**4.** We also draw on a range of sources of evidence for this report. Financial information is taken from the local government financial circulars, the Scottish Government's local financial returns (LFRs), and councils' annual accounts. Performance information is gathered from the Local Government Benchmarking Framework (LGBF) data, the National Performance Framework (NPF) indicators and relevant reports from other scrutiny bodies, such as Education Scotland and the Care Inspectorate.

**5.** To help councillors, we have produced a supplement to accompany this report. It sets out questions that councillors could ask to help them understand their council's position, scrutinise its performance and make difficult decisions. Councillors should feel that they fully understand, and are satisfied with, the answers to the questions that are most relevant to them in their roles within the council. A tool is also available on our website that provides a further breakdown of data in the report by council area to provide more detail at a local level.

**6.** To make financial information clear and comparable in the report:

- We refer, in a number of places, to real terms changes, which means that we have adjusted the figures to take account of inflation. Our analysis of local government funding adjusts figures into 2019/20 prices to reflect the current year.



In 2019, we have produced Best Value Assurance Reports about the following councils:

- Highland
- Midlothian
- North Lanarkshire
- Perth and Kinross
- Scottish Borders
- South Lanarkshire
- Stirling

These are all available on the Audit Scotland website.

- We look at historical trends using data from 2013/14 where possible. National police and fire services were established in 2013 and so were not included in local government accounts from 2013/14. It is not always possible to use 2013/14 as some information is only available for more recent years.



# The challenges

## Councils operate in a challenging and complex landscape



7. It is well recognised that there are significant pressures on local government and its partners. Over the following pages, we illustrate the challenges and complex landscape that contribute to these pressures through a series of infographics. The illustration below gives a high-level breakdown of the main features of the overall landscape, which we explore in more detail on [pages 11 to 23](#).



### Political and economic

**The political and economic landscape continues to hold uncertainties including:**

- The impact of the COVID-19 pandemic on the economy, public finances and public bodies
- The impact of withdrawal from the EU
- The national political landscape: Scottish Parliament elections in 2021 and debate on a second independence referendum
- The outcome of the local governance review
- The impact of Scotland's economic performance on public finances



### Community needs

**Population changes affect the need for and demands on many services provided by local government**

- The impact of the COVID-19 pandemic on communities is uncertain
- The proportion of the population over 75 years is increasing, affecting the demand for some services
- Most council areas are seeing a notable decrease in the proportion of children in their communities
- Poverty and child poverty levels are increasing



### Policy

**Local government is an important contributor to national outcome priorities**

- National policies and initiatives bring additional challenges and pressures eg:
- Health and Social Care Integration
  - Tackling climate change
  - Welfare reform
  - Early learning and childcare expansion
  - Additional support for learning
  - Planning (Scotland) Act 2019



### Financial

**Local government faces a range of financial challenges**

- The level of future Scottish Government funding is uncertain
- The flexibility of how councils can use this funding is reducing
- There are increasing cost pressures including staff costs and increasing need from communities
- Councils have been using reserves to manage funding gaps - this is not sustainable



## Political and economic

### The political and economic landscape continues to hold uncertainties

There are always uncertainties about change at a national level and the potential impact on communities and local government. But the current landscape involves some particularly significant unknowns. This makes forecasting issues and planning for the medium and longer term more difficult.



### COVID-19 Pandemic

The full scale of the impact on the world, UK and Scottish economy of the COVID-19 pandemic is not yet clear. It will be significant and have long-term implications for public sector finances, political priorities and decisions that need to be made at a local level.




### Withdrawal from the EU

The impact of withdrawal from the EU on 31 January, on the demographics, workforce and economy remains uncertain

**Net migration to Scotland is expected to reduce**, in the medium-term, affecting particularly the number of working age adults [already projected to decline] and so this may have a significant impact on communities and local economies

The Scottish Government has produced a Brexit Vulnerabilities Index to assess the degree of risk for each local authority- **rural areas and particularly the island authorities are most vulnerable**

We refer to some of the risks in greater detail in our Briefing Paper [‘Preparing for Withdrawal from the European Union’](#)  in which we also identify some of the mitigating approaches being adopted by councils.



### Political landscape

The UK general election in December 2019 delayed budget setting processes

There is increased debate about a second referendum on Scottish independence

The Scottish Parliament elections are planned for spring 2021

The outcome of the local governance review remains uncertain



### Economy

The Scottish Government's income is now more dependent on the economic performance of Scotland. This brings potential volatility and uncertainty to its budgets and in turn, this brings more uncertainty about Scottish Government funding to local government

While unemployment rates are low, economic growth is affected by low wage growth, which is struggling to outpace inflation

Demographic changes affect the level of available labour force and this will affect the level of new investment, productivity and the economic wellbeing of communities



## Community needs

**Population pressures are growing. These changes affect the need for and demands on services provided by local government**

Nationally the population continues to grow, there is an increasing proportion of the population over 75 years old and there are increasing levels of poverty. The demographic and social challenges vary across the 32 council areas bringing different pressures and challenges for councils and integration joint boards as they plan for how they will improve outcomes for their communities. The financial, social and health wellbeing of communities and individuals will be affected by the COVID-19 pandemic. This will bring increased demands on services.



### The population continues to grow but the pace is slowing

Scotland's population is expected to continue to increase, but the rate of growth is slowing. The population is projected to **rise by 2.5 per cent by 2043**, to a total population of 5.6 million

The level of population **change varies across the country** and this brings different challenges for councils that they need to plan for

Some council areas are experiencing significant increases in population levels. This puts **pressure on services to meet the growing need**

Some council areas have reducing population numbers. This brings challenges in providing cost-effective services for fewer people and with less funding, as Scottish Government funding distribution is largely based on population levels



### The proportion of the population over 65 years is increasing

In 2019, 19 per cent of the population was **65–74 years** old. This is **projected to increase by 23 per cent** by 2043. Almost two thirds of council areas are projected to have a decreasing number of people of working age. Nationally a reduction of 0.2 per cent by 2043



The proportion of the **population over 75 years old is projected to increase by 71 per cent** by 2043. This places greater pressure on health and social care as some people in this age group have more complex needs. Across all age groups, increasing levels of complex needs brings additional pressures on services

The current age profile of the workforce is affected with an increasing number of staff approaching retirement and the pool of working age people to employ is a smaller proportion of the population. Workforce planning is increasingly important

This is particularly challenging for some rural councils, with a high proportion of people aged 65 and over and relatively low levels of their populations aged 16 to 64. e.g. Highland Council: 41 per cent of the council's workforce is over 50. Only ten per cent of its workforce is under 30, and less than one per cent aged 20 or under

The proportion of those aged 65 or over with long term care needs receiving personal care at home has increased from 60 per cent in 2013/14 to 61 per cent in 2018/19.

Since 2013/14, there has been a real-terms increase of 12.3 per cent in cost per hour on home care for people over 65. The total gross expenditure has increased by 13.7 per cent and the number of hours delivered has increased by 1.3 per cent

### The proportion of children in the population is decreasing

Projections for 2043 show that **only 4 council areas will have an increase in their child populations**, of between 20 per cent in Midlothian to one per cent in Stirling.



This brings increased demands on many services in terms of responding to the infrastructure, education and social care needs of children. In Midlothian, there is a higher proportion of young people in the population than the average and significantly higher projected increases in the under-16s. This impacts on for example the costs of developing and staffing new schools and in delivering social care services

**28 councils are projected to have a reduced child population by 2043.** Reductions vary between one per cent in East Lothian to 28 per cent in Argyll and Bute. This brings challenges in terms of maintaining the standard of service for fewer children with less budget and economies of scale. This is particularly challenging in remote rural environments, where loss of services for children can affect the sustainability of communities



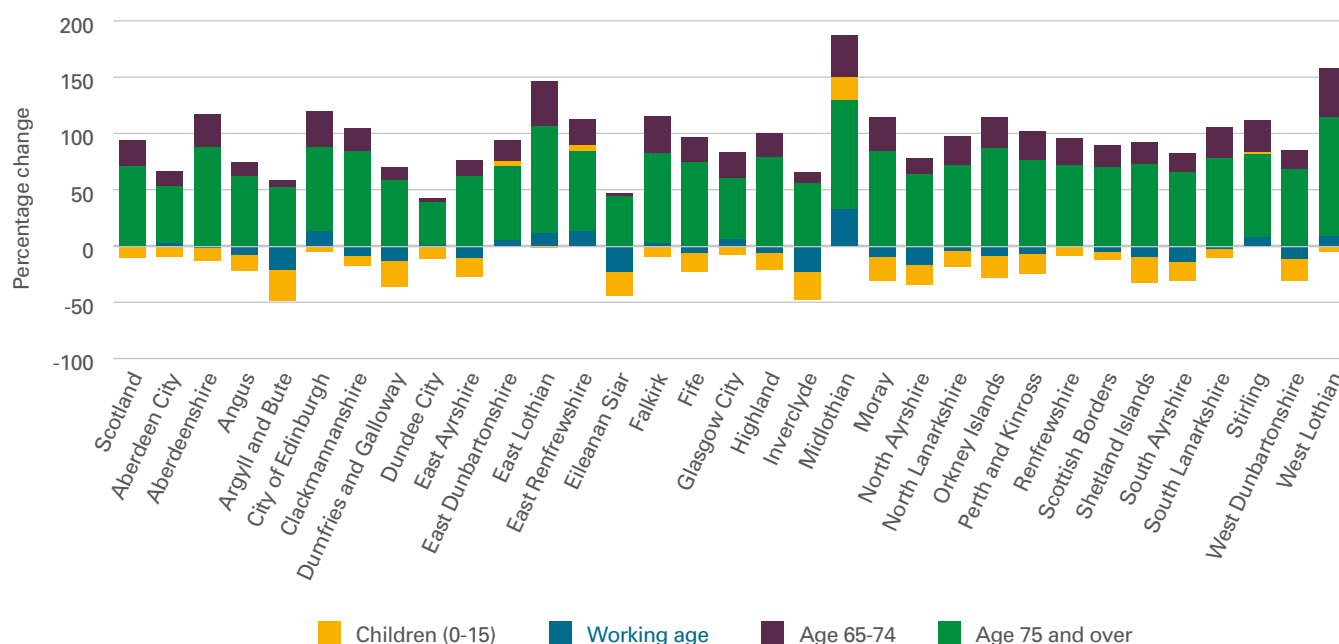
## Population change at local authority level, 2018–43

Across the country, the population over 65 years and over 75 years is expected to continue to increase, whereas changes in the population of working age adults are expected to be more variable.

- Midlothian, East Lothian and West Lothian are forecast to have the highest increases across both older age groups.
- The majority of councils (28) are projected to have decreasing numbers of children, with a reduction of 10.5 per cent across Scotland. Reductions are significant in some councils, with Argyll and Bute having the highest forecast reduction of 28.4 per cent by 2043.
- Aberdeenshire, Clackmannanshire, Highland, Shetland Islands, Orkney Islands, Fife, North Lanarkshire, South Lanarkshire, Moray and Perth and Kinross, all have projected above average increases (average increase is 70.6 per cent) in the older adult (75 years and over) population, in addition to reduced working age populations, and falling numbers of children.
- Inverclyde and Eileanan Siar are expected to see the largest reduction in their overall populations (-16 per cent by 2043). For Inverclyde this is most significant for its child population, while the reduction in the working-age population will be the most significant in Eileanan Siar.

### Exhibit 1

Projected change in population across council areas by age groups, 2018-43



Note. Change is based on a percentage change.

Source: Audit Scotland using National Records of Scotland sub-national population projections (2018-based) for the period 2018-43





## Poverty levels are rising

Increased levels of poverty affect the level of need and demand for many services

Between 2011-14 and 2016-19, relative poverty in Scotland increased from 18 per cent to 19 per cent

Growth in life expectancy has stalled. This is more prominent in areas with greater deprivation

In 2018/19, there was a four per cent increase in households in temporary accommodation as well as a six per cent increase in children living in temporary accommodation

Between 2011-14 and 2016-19, relative poverty for children in Scotland increased from 21 per cent to 24 per cent. Analysis by the Scottish Government indicates that this could rise to just under 38 per cent by 2030

Between 2011-14 and 2016-19, the level of pensioners in poverty has increased from 12 per cent to 15 per cent. People in relative poverty in households with at least one adult in employment has increased from 47 per cent to 53 per cent

## Levels of inequality and the challenges vary across council areas, for example:

Glasgow is one of the 14 council areas with a growing population. It is one of the councils worst affected by high levels of deprivation, child poverty and homelessness. This puts it under significant pressure to respond to the growing need for services. Glasgow also has the lowest life expectancy in Scotland. At birth, life expectancy for men in Glasgow is 73.4 years, and is 78.7 years for women. In contrast, East Renfrewshire has the highest life expectancy of 80.7 years for men and 83.6 years for women.



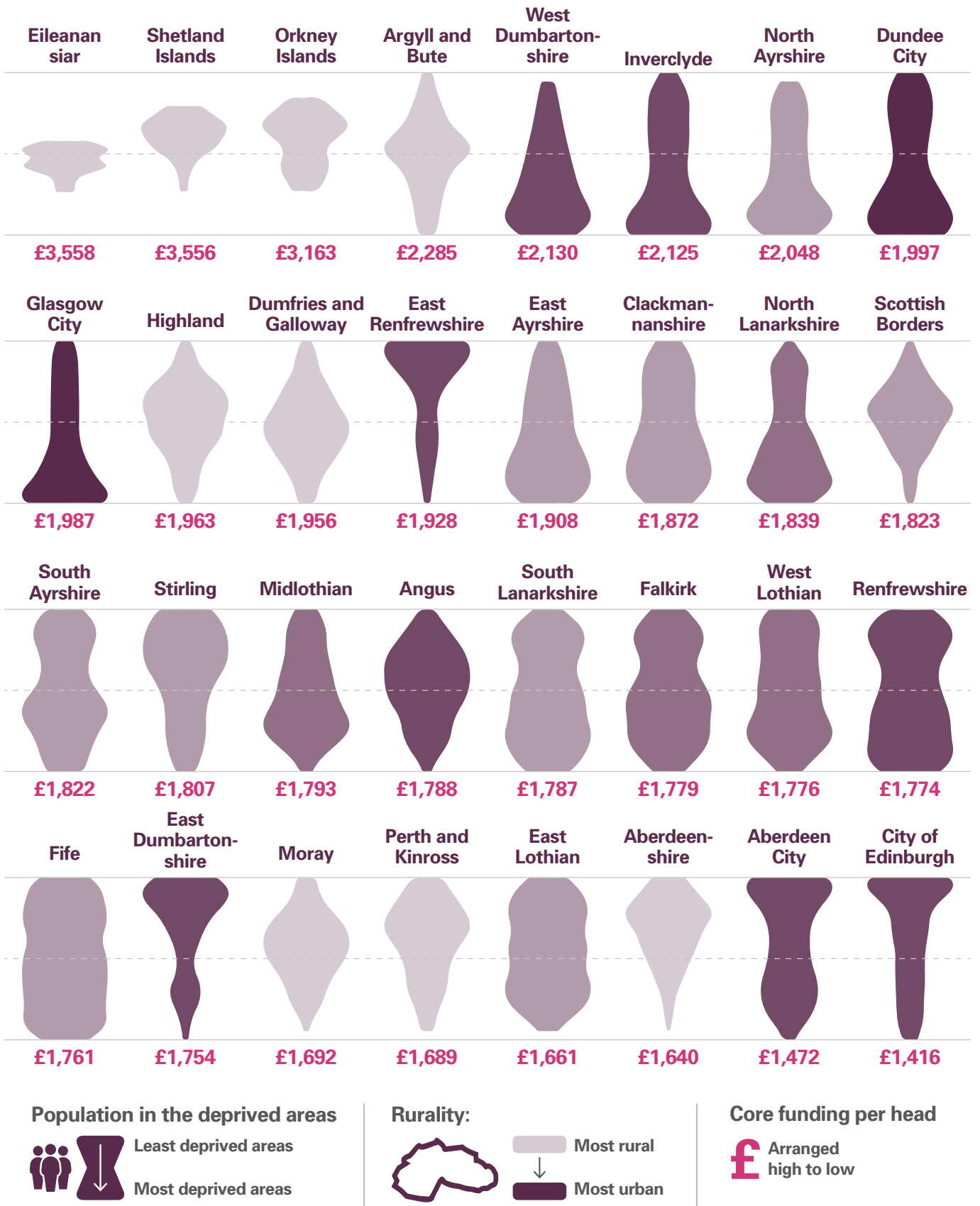
Inverclyde and North Ayrshire, among others, are expected to have a reduction in their populations, with fewer working-age adults, but they also have high levels of deprivation, child poverty and lower life-expectancy. The distribution of Scottish Government funding is largely determined by population levels. Councils with low or declining populations and with a complex local context, including deprivation levels, need to plan to respond to increasing pressures with less funding.

Island authorities, namely Eilean Siar, Orkney Islands and Shetland Islands, receive the most funding per head from the Scottish Government. This is due to the cost of delivering services in island settings, which is more complex. Other issues such as providing effective infrastructure are a key challenge. Deprivation is also an issue that island and rural authorities must respond to, however because the populations are so sparse, deprivation is not as easily identified using SIMD. Rural and island council areas have significant areas where rural poverty is an issue. The communities are often affected to a greater extent by issues such as fuel poverty.

[Exhibit 2](#) illustrates the range of deprivation levels across the 32 councils using Scottish Index of Multiple Deprivation (SIMD) data 2020. SIMD is the official tool for identifying the most deprived areas in Scotland. It looks at multiple aspects of deprivation such as resources and opportunities as well as low income. The shape indicates the proportion of the population in the least and most deprived areas. The darker shades indicate the most rural areas and the lighter the most urban. The councils are ordered by the level of Scottish Government funding per head of population.

## Exhibit 2

### Deprivation levels, rurality and funding per head of population



Source: Scottish Government Financial circular February 2020, Open Data Manchester using Scottish Index of Multiple Deprivation (SIMD), 2020. SIMD is a relative measure of deprivation at the small area level, known as data zones. It looks at the extent to which an area is deprived across multiple factors including income, employment, education, access to services, health, housing and crime.



## Policy

### Implementing national policies and initiatives brings further challenges

Local government is a major contributor to a wide range of national policy priorities and initiatives. Councils, and integration joint boards, need to balance responding to these with local priorities. Responding to national and local priorities, with increasing demographic pressures and strained budgets is beginning to show in performance.

#### National Performance Framework

The Scottish Government and COSLA co-signed a refreshed National Performance Framework (NPF) in 2018



- Local government is a major contributor to the range of outcomes the NPF aims to improve.
- Having a positive impact on these outcomes will be challenging:
  - LGBF measures show performance has either stalled or declined in the past year - [Exhibit 3](#)
  - National Performance Framework indicators show a mixed picture of progress - [Exhibit 4](#)

## Exhibit 3

### Performance – Local Government Benchmarking Framework data

Since 2013/14, performance has broadly shown improvement. However, the pressure is beginning to show. Over the last year many performance indicators have been maintained or declined.



#### Adult social care

Since 2013/14 progress in adult care indicators has been mixed, with around half of indicators gradually improving. However, in the past year progress for these measures has slowed or showed a decline. There has been a 4.1 per cent increase in the number of days people spend in hospital when they are ready to be discharged in the past year, despite an overall reduction of 14 per cent since 2013/14. Measures show a declining trend in the level of satisfaction. Indicators for adult care quality have seen a decline in the last year, there has been a three percentage-point decrease in the proportion of care services graded 'good' or better in Care Inspectorate inspections.



#### Education and children

Most indicators have improved since 2013/14 but improvement over the past year has slowed and some indicators have declined, including some educational attainment and early years indicators. The cost per pupil in pre-school, primary and secondary education has increased. The attainment gap between children living in the most and least deprived areas has reduced slightly.



#### Environmental

Many cost indicators show reductions in cost since 2013/14, but performance in many areas has also declined. Recycling levels have improved since 2013/14 but this has stalled in the last year. Satisfaction with street cleaning and waste collection has also reduced.



#### Economic development

There are mixed trends, with improvement in half of the indicators since 2013/14. This includes an improvement in access to superfast broadband and an increase in the proportion of money spent on procuring goods and services locally. There was a slight increase in the proportion of unemployed people assisted into work, but this declined in 2018/19, meaning that overall progress since 2013/14 has been unchanged. Performance has declined in other indicators, such as the number of business gateway start-ups.



#### Culture and leisure

Costs for these services have reduced and the number of attendances has increased, however satisfaction has declined across all services.



#### Housing

Some indicators have improved since 2013/14 but this has stalled in the past year. The proportion of housing meeting Scottish housing quality standards has continued to improve to over 94 per cent in 2018/19. Gross rent arrears have worsened year on year since 2013/14.



#### Corporate

Most corporate indicators have improved or been maintained, but sickness absence for both teachers and other staff has worsened in the past year.

Note. The LGBF performance information for 2018/19 is summarised in a report National Benchmarking Overview Report 2018-19 and a tool to analyse the data by council and by service area is available on the Improvement Service's website.





Source: Local Government Benchmarking Framework data, 2018/19, published March 2020




## Exhibit 4

### Performance - National Performance Framework measures

There is a mixed picture of progress against measures of national outcome priorities. A sample of NPF indicators are illustrated below.

		2013	Change	2018
<b>Health</b>				
	<b>Health risk behaviours:</b> Percentage of adults with two or more health risk behaviours (current smoker, harmful drinking, low physical activity, obesity)	28%	▲ +1	29%
	<b>Journeys by active travel:</b> The proportion of short journeys less than 2 miles that are made by <b>walking</b>	47.3%	▼ -4.3	43%
	<b>Journeys by active travel:</b> The proportion of short journeys less than 5 miles that are made by <b>cycling</b>	1.2%	▲ +0.6	1.8%
<b>Education</b>				
	<b>Quality of child care:</b> Percentage of settings providing funded Early Learning and Childcare achieving good or better across all themes	91.6%	▼ -1	90.6%
	<b>Young people's participation:</b> Percentage of young adults (16-19 year olds) participating in education, training or employment	90.4%*	▲ +1.4	91.8%
<b>Employment</b>				
	<b>Living wage:</b> Percentage of workers earning less than the living wage	18.3%	▲ +1.1	19.4%
	<b>Gender pay gap:</b> The difference between male and female full-time earnings, as a percentage of full-time hourly earnings	7.7%	▼ -2.1	5.6%
<b>Environment</b>				
	<b>Energy from renewable sources:</b> Percentage of energy consumption which is renewable energy	12.7%	▲ +8.2	20.9%
	<b>Household waste:</b> The amount of household waste generated in million tonnes	2.4	▬ 0	2.4
	<b>Wellbeing:</b> Proportion of adults making one or more visits to the outdoors per week	46.2%	▲ +12.7	58.9%

## Exhibit 4 continued

	Community views	2013	Change	2018
	<b>Social capital index:</b> A measure of the social networks, community cohesion, social participation, trust and empowerment, that collectively provide an important part of personal and social wellbeing	100	▼ -5	95
	<b>Perception of local area:</b> Percentage of adults who rate their neighbourhood as a very good place to live	55%	▲ +2.4	57.4%
	<b>Satisfaction with public services:</b> Percentage of respondents who are fairly or very satisfied with the quality of local services (local health services, local schools and public transport)	59.9%	▼ -8.2	51.7%
	<b>Influence over local decisions:</b> Percentage of adults who agree that they can influence decisions which affect their local area	22%	▼ -1.9	20.1%
	<b>Satisfaction with housing:</b> The percentage of households satisfied with their house or flat	90%	— 0	90%

Note.\*The baseline year for this indicator is 2016, when the data was first measured.

Source: Audit Scotland, Scottish Government NPF data, January 2020





## Policy



## Fairer Scotland Duty

**The duty took effect in April 2018.** It requires public bodies **to actively consider how they can reduce inequalities.** Our audit findings show that councils need to embed a focus on fairness and equality.

In 2018, The Equality and Human Rights Commission reported that progress with promoting socio-economic equalities, before the duty was implemented, had varied across public bodies. It also identified that most public bodies are concerned about the resources needed to implement the duty in their plans and policies.

## Health and social care integration

Health and social care integration began in 2016. Joining up council social care and NHS health services aims to deliver better services for communities



The pace of progress with integration has been too slow.

Adapting to new ways of working continues to be challenging.

There is deterioration in key performance indicators, indicative of the strain felt by integration authorities:

- The 'Rate of readmission to hospital within 28 days per 1,000 discharges' has increased by 8 per cent since 2013/14, and over the past year there has not been any change
- Since 2013/14 there has been a 14 per cent reduction in the 'Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)', but a 4 per cent increase in the last year.

## Other major policies and initiatives

### Climate change -

Scottish Government has set a target of net-zero emissions by 2045

### Tackling child poverty -

Scottish Government has set income targets for 2023 and 2030 but current child poverty levels are high

### Early learning and child care -

ambitious targets set for increasing the funded hours provided (deferred due to the COVID-19 pandemic)

### Additional support for learning -

meeting the individual support needs for children is challenging with current resources

### Welfare reform -

rollout of Universal Credit brings changes to systems and increased demand on advice services

### Planning (Scotland) Act 2019 -

new focus on 'place' based planning with partner and community engagement



## Financial

### Local Government faces a range of financial challenges

The demands on services to deliver more to meet community need is magnified by other pressures on budgets. The COVID-19 pandemic will bring further demands on local government services and budgets. Scottish Government funding is the main source of funding for local government. The level of this funding in the medium-term is uncertain. The flexibility in how funding is used is reducing. This affects which, and how much different services need to find savings. The workforce is local government's most important resource, but staff costs are increasing, adding further pressure.



## Scottish Government funding

2020/21 revenue funding increased by 1.5 per cent (real terms) from the previous year to £10.7 billion

Since 2013/14 it has reduced by 3.3 per cent (in real terms)

*These figures do not include additional funding identified since April 2020*

Councils have less flexibility in how they use funding.

Funding dedicated to national policy initiatives, increased from £1 billion in 2019/20 to £1.5 billion in 2020/21, equating to 14.1 per cent of council funding from the Scottish Government.

The funding levels for the medium-term are uncertain. Funding settlements do not yet provide information for more than one year. The Scottish Government has committed to moving to multi-year indicative budgets in the future



## Increasing cost pressures

Local government needs to respond to increasing service needs from communities with changes in population



The cost of caring for looked-after children in both residential and community settings has continued to grow since 2013/14, by 5 per cent and 17 per cent respectively

Spending on home care for older people has risen by 13.7 per cent since 2013/14, and by 1.9 per cent in the last year, but the number of hours of home care provided has only increased by 1.3 per cent since 2013/14

Increasing staff costs, including meeting the national living wage, are a significant pressure on budgets



For example, North Lanarkshire Council has partly attributed its high cost of adult care to commitments in paying the national living wage  
19 councils including North Lanarkshire are accredited Scottish Living Wage employers, which pay a higher rate than the national living wage  
The national living wage increased by 21 per cent between 2016/17 and 2020/21



## Managing the funding gap

With increasing cost pressures, meeting the funding gap continues to present significant challenge for councils

Councils have been using reserves to manage funding gaps



The funding gap for 2019/20 is £0.5 billion, three per cent of revenue income

In 2018/19 16 councils ended the year with a lower level of reserves than the end of the previous year. This is not sustainable in the long-term

In 2020/21, the Scottish Government expects a council tax increase of up to 4.84 per cent

20 councils are increasing council tax by this proportion

The highest council tax in Scotland for 2020/21 (D Band) is Midlothian at £1,409 and the lowest is South Lanarkshire at £1,203

Councils are seeking other ways to increase income. Most are increasing fees and charges for some services. Some councils are seeking to introduce a visitor levy



## Spending

### Spending on education continues to rise, while spend in most other service areas is falling

With increasing need from population changes, statutory and policy requirements, over two thirds of council spending is on education and social care.



#### Education, Social work and Environmental services

% change  
cash

% change  
real terms

Education, Social work and Environmental services increased net expenditure from 2013/14 to 2018/19.

Adjusted for inflation (in real terms), spending on Education and Social work increased and decreased by only 1.5 per cent respectively. In real terms, Environmental services spent over five per cent less in 2018/19 than in 2013/14

Education

10.4

1.5

Social work

7.1

-1.5

Environmental services

2.9

-5.4



#### Other services areas

% change  
cash

% change  
real terms

Other service areas have borne higher levels of savings in cash and real terms. For example, planning services, roads and transport, and culture and related services.

Cultural and related services

-6.2

-13.9

Roads and transport

-18.2

-24.8

Planning and development services

-27.7

-33.5

Central services

-27.4

-33.3

Non-HRA housing

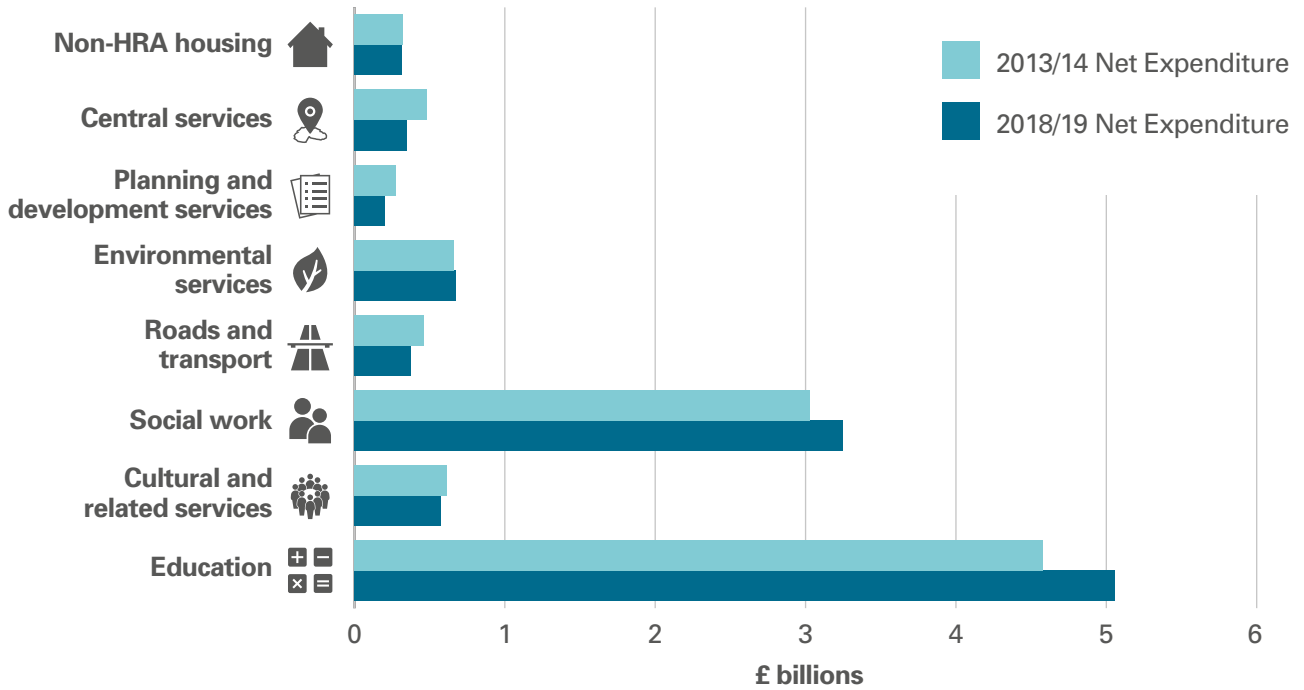
-1.9

-9.9

## Exhibit 5

### Local government service expenditure

A comparison of net revenue expenditure between 2013/14 and 2018/19 (cash terms)



Source: Audit Scotland using Scottish Government local financial returns 2013/14 – 2018/19



# Doing things differently

To meet the needs of communities into the future



Councils need to plan and implement changes that will allow them to meet the needs and improve the outcomes for their communities, in an increasingly challenging context. There are core aspects that need to be considered by political and management leaders to make good progress with this.



**Leadership**



**Change and improvement**



**Workforce planning**



**Partnership working**




**Community empowerment and engagement**

## **Councils need to invest time and the right skills and capacity to plan for the future**

**8.** Local government in Scotland has done well over recent years to respond to its context and find ways to be more efficient. It has continued to provide services with gradually reducing levels of funding and increasing pressures on its services. However, the challenges are growing, and the strain is beginning to show in terms of managing the funding gap, maintaining service performance levels and meeting their communities' needs. To provide for their communities in coming years, councils and integration joint boards (IJBs) need to be open to doing things differently. It is complex with many interacting factors and stakeholders and it takes time to plan, implement and establish changes. It is important that councils recognise the increasing urgency to invest the time, knowledge and skills to plan, develop and put into practice efficient and effective new ways of working for the future. This will often mean re-prioritising the time of key managers and leaders within the organisation to free-up the right capacity to lead this important work.

**9.** The Commission recognises the challenges, complexities and the uncertainties that local government faces. It encourages councils and IJBs to build on progress made in recent years but recognises that now more radical change is required. Recent Commission reports looking at local government in Scotland have emphasised the importance of:


- developing leaders, staff, and skills to deliver change. This requires effective leadership and workforce planning that is clear about the workforce needs now and in the future, where the gaps are and what training or other action is needed to fill them.
- improving services' efficiency and performance through transformation and redesigning services around the needs of the people who use them.
- collaborating with partners, the third sector (such as charities) and communities to think differently about how to deliver and fund services and to continue to seek and implement innovative ways of working.
- undertaking medium- and long-term financial planning to deliver national policy commitments while continuing to sustain local services with reducing budgets and increasing demands.

**10.** These recommendations are becoming increasingly urgent. In this section of the overview we set out progress against these and other important contributing factors to effective change, which reflect some of the core characteristics of Best Value. The **statutory guidance for Best Value**  provides a framework that councils and IJBs should have regard for, in planning and implementing change, as well as for broader good governance.

## Leadership

### Effective leadership is even more critical at a time of increasing pressures and change

**11.** Good leadership is fundamental to good governance and in setting and delivering priorities for communities. In a time of increasing pressure on services and finances, this becomes even more critical. To do things differently in substantive ways takes time and requires a clear vision and strong leadership to make it happen. Both political and managerial leaders need to have the strategic vision to make the difficult decisions this might involve. They also need to have the leadership skills to engage effectively with and provide support to staff, partners and communities to navigate change.


**12.** In the *Local Government in Scotland: challenges and performance 2019 report* , the Commission emphasised that effectively led councils recognise that the financial and demand pressures mean that planning and implementing changes to find efficiencies alone is no longer enough, and that redesigning service delivery is needed. Council leaders differ in their recognition of the need for more radical change and their role in driving this. For example, we reported this year:

- Clackmannanshire - The council's financial position has improved but remains very challenging. The council recognises that its finances are not sustainable in the longer term without transformation. It cannot continue to avoid or defer difficult decisions about services.
- Scottish Borders - The council recognises the degree of change needed to meet its challenges. Making progress will require good leadership by councillors and the corporate management team.
- Midlothian - Councillors need to show better leadership to deliver the necessary change and to make difficult decisions about the future shape of services. Councillors need to work together urgently to agree the medium-



**Best Value** is a statutory duty for local government bodies. The requirements include among others:


- to make arrangements to secure continuous improvement in performance (while maintaining an appropriate balance between quality and cost); in securing that balance, have regard to economy, efficiency, effectiveness, the equal opportunities requirement and to contribute to the achievement of sustainable development
- to make arrangements for the reporting to the public of the outcome of the performance of functions.

The refreshed statutory **Best Value guidance**  is available on the Scottish Government website.



term financial strategy and transformation programme required to address the council's challenges.

- Highland - Difficult decisions lie ahead for the council, requiring effective leadership. We therefore urge councillors to continue to work constructively together with council officers and communities.

**13. Good working relationships**  between councillors and officers, and across political divides, is a significant contributing factor to effective strategic leadership, clear direction and to supporting effective change and improvement. Through our Best Value work we have seen that weaker relationships affect the focus and pace of progress in delivering change. To make the significant changes required, it is even more important that councillors develop and maintain positive relationships with officers and each other and work together to deliver sustainable services.

### Changes in officer leadership need to be managed effectively


**14.** Since August 2018, almost one third of councils have experienced a change of chief executive. This high turnover is also reflected in IJBs, with over one-third of senior IJB staff having changed in 2018/19.

**15.** Changes in leadership have been managed well and had a positive impact in some councils, for example in North Lanarkshire and in Perth and Kinross. In other councils, changes in the senior leadership team have resulted in a loss of knowledge and experience (or 'corporate memory') and of momentum. For example, this has been observed in Stirling and Highland councils. This highlights the importance of appropriate succession planning arrangements and building skills and capacity in management teams to support continuity of leadership and direction when senior staff leave.

**16.** Effective leadership development is essential to ensure that change is well managed at the right level and pace. The availability, capacity and depth of leadership skills across the public sector is an increasingly important issue. Organisations are competing not only with each other for the best quality leaders but also with the private and third sectors. Chief officer posts across councils and IJBs need to be attractive. The Commission recognises that this is a complex and difficult issue given the context and scale of the challenges for chief officers of both councils and IJBs. Reflecting its importance, leadership, including the turnover in senior staff and the effectiveness of succession planning, is of specific interest to the Commission and an issue it plans to focus on in the future.

### Councillors need to ensure they have the skills and knowledge to provide a high standard of scrutiny and decision-making

**17.** The uptake of training and development by councillors remains variable and affects the ability of elected members to make difficult and complex decisions.

**18.** Effective leadership and decision-making require councillors to understand their roles and responsibilities at a strategic level, alongside being local representatives. They need to be well informed about the complex and changing landscape of national and local issues. To support this, councillors need to have access to good-quality **training and development**  opportunities and they need to take ownership and responsibility for their own development needs.

**19.** It is disappointing that the quality and uptake of training and development opportunities by councillors continues to be variable. We have highlighted the



The Commission has previously reported on the importance of constructive working relationships - How councils work, in 2010: [Roles and working relationships - are you getting it right?](#) and 2016: [Roles and working relationships in councils - Are you still getting it right?](#)



**Am I aware what succession planning and leadership development arrangements are in place for the corporate management team?**

**Am I satisfied that these are appropriate?**



There are many resources available for councillor training and development, including a range of tools and support from COSLA and the Improvement Service



**Do I know what issues I need to develop my knowledge or understanding of?**


**How do I plan to get the appropriate training?**

importance of this in Best Value reports for many years. Officers need to ensure that councillors have access to informative, practical and up-to-date training on key and emerging issues. Councils also need to continue to find ways to promote and encourage engagement, for example, by widening the availability of training and, by making relevant materials accessible online to allow greater flexibility and increase uptake.

**20.** Personal development plans are a valuable tool for tailoring training to councillors' individual needs. Some councils, such as Perth and Kinross, have systematic arrangements in place to support personal development plans for councillors. The Commission urges all councillors to ensure that they have a personal development plan in place that supports them to be as effective as possible in their role.

**21.** Inadequate quality of training can have significant implications for councillors' understanding of issues. For example, in Midlothian Council, we reported this year that councillors were not always able to understand financial information that was provided to them. This has implications for the effectiveness of decision-making. All councillors and councils need to be proactive and systematic in identifying training needs and putting options in place to meet them.

### Medium- and longer-term financial planning still needs to improve to provide a framework for implementing change

**22.** The need to find and deliver savings is expected to continue, increasing the importance of medium- and long-term planning to manage these financial challenges and to make well-informed decisions aligned with council priorities. Previous Commission reports have recommended that councils should plan for a range of scenarios, so that they are prepared for different **future levels of funding**  and income.

**23.** The Commission has previously highlighted in its overview reports the importance of good medium- and long-term financial planning as a fundamental tool to support councillors and officers to make well-considered decisions and effectively manage the continuing challenges and pressures. In the [Local government in Scotland: Financial Overview 2018/19](#) , we reported that all councils now have medium-term financial planning covering three years or more, but long-term financial planning has not improved since last year. The report also highlighted that in IJBs, medium-term financial planning is improving but no IJB had a financial plan that extended for more than five years.

**24.** Councils and IJBs need to continue to improve their approaches to medium- and long-term financial planning. Financial plans should be at the core of strategic planning and decision-making. They should be reviewed and refreshed annually, ensuring that the information is current and accurate. Financial planning should include:

- estimates of Scottish Government funding
- projections of corporate and service level income
- projections of corporate and service level expenditure
- projections of the costs of borrowing.



**Do I have access to training and learning materials that meet my needs?**

**Do I have a personal development plan in place for training, learning and development, that will assist me to be as effective as possible in my role?**



Scottish Government funding to councils is likely to reduce in the medium term. The Scottish Government's five-year strategy sets out its spending priorities. Services not identified as priorities will be disproportionately affected by any reductions to the Scottish budget. These services could face between one and 16 per cent real terms reduction to their budgets.

In addition, the Scottish Government forecasts it may need to budget for a revenue shortfall of £1 billion over three years.

**25.** Accurate and detailed information on factors such as these will assist councillors and officers to make informed decisions about changes in service design and delivery.



## Change and improvement


### Most councils have a change programme in place, but more radical thinking is needed for longer-term solutions

**26.** The Commission emphasised in its *Local Government in Scotland: challenges and performance 2019 report* , the increasing urgency for councils to be open to fundamental changes in how they deliver services. There is limited evidence that councils are changing the way they deliver services to the extent that is needed to respond to the forecast financial challenges, increasing pressure on services and to improve outcomes for communities. Most councils have continued to **respond to tightening budgets**  through efficiency savings, some restructuring and using financial reserves. While substantial savings have been made in recent years, more fundamental changes in the way council services are organised and delivered are needed. Using reserves to manage funding gaps is not sustainable.

**27.** Councils' approaches to making changes vary. Some councils include service re-design as part of existing operational and improvement activities, whereas most councils have a formal change programme in place. This is often branded as a transformation programme, which sets out a range of change objectives, accompanied by strategies to achieve them and specified timescales for when they will be delivered. However, many councils following this approach are still at the beginning of their programmes or have recently refreshed them. Our 2019/20 Best Value audits found some positive examples of partnership working to redesign services:

- Midlothian Council - more than 16 organisations from the Community Planning Partnership and the third sector are working on a project to redesign mental health and wellbeing support services.
- Stirling Council worked in partnership with NHS Forth Valley and the Scottish Ambulance Service to create Stirling Health and Care Village which opened in January 2019.

**28.** Delivering services differently should be focused on improving outcomes in ways that are affordable. The aim is to find more efficient and effective ways to improve outcomes for communities and, their experiences of services. This might mean providing services very differently or changing how and what services are provided. In planning change, a council should be clear about the objectives and how they link to its vision, priorities and local plans, as well as about its duty to demonstrate Best Value. This requires investing the time and knowledge of political and managerial leaders and key staff to develop the thinking and plans for a medium- and long-term strategy.

**29.** The *Scottish Approach to Service Design*  (SAAtSD) provides a set of key principles to follow in designing services. It was developed by the Scottish Government in response to the 2011 Christie Commission recommendations on empowering individuals and communities by involving them directly in designing the public services they use. The SAAtSD was updated and published in June



**How effectively do the council's medium- and long-term financial plans reflect the population projections for my area and the resulting need for services and infrastructure?**



### The Local Government in Scotland: Financial overview 2018/19

sets out how councils responded to tightening budgets in 2018/19 and their plans for 2019/20.

Councils' 2019/20 financial plans identified a total funding gap of £0.5 billion (three per cent of income).

Councils planned to meet 66 per cent of this through savings and 13 per cent through reserves.

In 2018/19 councils did not meet their savings targets and they used more reserves than planned.

2019. It sets out key considerations for service redesign that aim to explore problems openly and collaboratively, before finding and designing a solution in a way that removes organisational and sector boundaries. Key features of the approach include:

- identifying ways to design services around the key challenges, rather than around the structure of the public sector
- increasing collaboration with local people to better understand local issues and, in doing so, identify sustainable solutions
- increasing levels of innovative thinking, combined with effective management of risk.


The SAAtSD challenges council and other public sector leaders to rethink how they plan and design services and to be bold by creating the right conditions for this approach to service design.

### Digital approaches continue to develop

**30.** In developing more innovative approaches for delivering services to communities, digitisation is an important part of service redesign. Increasingly the public expect councils to keep pace with technological change and to be able to access services at a time and place that suits them. Using digital approaches can increase productivity, reduce costs and improve outcomes for citizens.

**31.** All 32 councils now work in partnership with the Digital Office (DO) for Scottish local government. The DO is working to build councils' digital capacity and use of tools including the SAAtSD approaches in Scottish local authorities, with a core focus on helping to improve services for the public.

**32.** Progress in digitally based service redesign has been varied across councils. For example, Perth and Kinross Council is progressing well with providing online access to services. The council now offers 37 services online via MyPKC, its customer services platform. The council procured the underlying software collaboratively with Dundee City Council and Angus Council.

**33.** Stirling Council has also made progress in developing its 'Digital District', as part of the **City Region Deal** . This focuses on inclusive economic growth, by providing business start-up and scale-up support services for digital technology in local companies.

**34.** Although there is some progress in digital advances, such as mobile working and new digital platforms for interaction with the public, there is still a long way to go in using digital approaches to find ways to improve services and outcomes for communities. In last year's report, the Commission highlighted that councils should be aware of:

- **Procurement** - implementing digital projects is likely to require significant spending. North Lanarkshire's transformation programme is centred on the 'Digital NL' programme, aimed at simplifying and joining up services. This required investing in a digital partner with a maximum contract value of £6.4 million over six years.
- **Skills** - digitally-designed projects need to be led and managed by experienced staff with the appropriate skills. There is a shortage of digital



**How clear are my council's plans for the changes needed so that outcomes for communities are improved alongside managing the financial and demand pressures?**



City Region and Growth Deals are long-term agreements between the Scottish Government, the UK Government and councils to improve regional economies

skills in councils and they are competing for these skills with other public and private sector organisations.

- **Digital exclusion** - in Scotland, 87 per cent of households now have access to the internet.<sup>1</sup> Councils need to make sure that they still meet the needs of those without access to digital technology when developing new approaches. Residents from rural areas, the elderly, individuals living in poverty and individuals affected by disability, are more likely to be disproportionately affected by digital exclusion.

We will assess and report in more detail on the progress with digital approaches in local government and the challenges this brings, later this year.

### **Performance information, review and self-evaluation need to be used more systematically to inform improvement**

**35.** Performance management systems and performance information, review, and self-evaluation tools (such as the European Foundation for Quality Management's Excellence Model, Public Service Improvement Framework and How good is my council) are fundamental tools to support improvement. However, these are not being used systematically by all councils.

**36.** Despite councils having outcomes-based strategic objectives and priorities, some councils remain limited in their ability to show if and how these outcomes are being achieved due to weaknesses in performance management arrangements.

**37.** Effective performance management systems and performance information are the most basic but essential tools for improvement work. Good data and information about performance are necessary for corporate and service level improvement activity, for understanding performance over time and how it compares with other councils, and to inform decisions about where services need to change.

**38.** How councils use performance information to drive improvement varies. For example, Midlothian Council makes good use of data to understand and improve its performance, while Scottish Borders and Stirling councils have service-level performance management arrangements but lack a council-wide focus. Highland Council needs to improve its performance management systems and is in the early stages of addressing this.

**39.** Corporate-level, service-level or thematic reviews are well-established improvement approaches and are used to some degree by all councils. For example:

- Midlothian and Perth and Kinross councils demonstrate good use of service-level reviews but lack a corporate approach
- Stirling Council's approach was found to be poorly structured and inconsistent
- South Lanarkshire Council uses an ongoing risk-based approach of structured self-assessments to review and redesign services with a focus on fundamental change. This review programme has improved service delivery and made some financial savings.




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**How do I know my council is delivering on the outcomes it has committed to achieve for local communities?**

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**Do I receive clear, timely and sufficiently detailed performance information to effectively scrutinise service and corporate performance?**

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**40.** Self-evaluation at a corporate or service level can support change and improvement by using a structured approach to consider where there are strengths and weaknesses and areas for improvement. It is used by many councils but with different levels of success. For example:

- North Lanarkshire Council has a good approach to self-evaluation but needs to ensure that the actions arising from this are clear and measurable.
- Highland Council has developed self-evaluation arrangements but needs to ensure that these are used consistently across services.
- Midlothian Council's arrangements lack a structured corporate approach.



## Workforce planning

**There is some progress in improving workforce planning, but more still needs to be done to link workforce requirements to change plans, to ensure that councils have the staff, skills and leaders they need to deliver change.**

**41.** Councils across Scotland employ around 252,000 staff (205,000 full time equivalent (FTE))<sup>2</sup>. To find efficiency savings over recent years, councils have restructured teams and departments, and made savings by reducing posts and not filling vacant posts. The workforce reduced by around 6,000 FTE staff from 204,000 FTE in 2013 to 198,000 FTE in 2016. A significant increase in 2019 largely reflects a 29 per cent increase in Glasgow's workforce (FTE) in the last quarter of 2018, compared with the same period in 2016, with posts from an arm's length provider, Cordia, being brought back into the council.

**42.** Changes in workforce numbers vary between councils. Between 2013 and 2019, the changes in FTE staff numbers were as high as a 14 per cent reduction in Angus, and 10 per cent in Argyll and Bute.<sup>3</sup> Some councils' FTE staffing did not change overall during this period. From year to year, the pattern varies between councils. Between 2018 and 2019, 19 councils increased their FTE staff numbers, four councils reduced their staffing and nine councils remained at the same level.

**43.** Having the right number of staff, with the right skills, in the right posts, is a basic requirement for delivering services. Good workforce planning that is linked to strategic plans and priorities is key to making informed decisions about changes to the workforce. In last year's report, the Commission highlighted that the quality of workforce planning is inconsistent across councils and workforce data is insufficient to clearly understand how individual service areas are affected by changes in the workforce such as the age profile and skills gaps. The extent to which councils provide adequate learning and development opportunities for officers is not known. More needs to be done to improve the quality and range of workforce data to inform workforce planning.

**44.** The need for councils to deliver services differently and more efficiently should be reflected in workforce decisions. Effective workforce planning is essential to ensuring that councils have flexibility, agility and efficiency in how they use the workforce and can deliver the level of change that is required. It is expected that councils will adopt a comprehensive approach to workforce planning. This should include planning at corporate and service levels and an assessment of current and future workforce capacity and skills, and of how




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**Is my council systematically using self-evaluation approaches corporately and in services to inform improvement?**

**How involved or informed am I of the results and monitoring of improvement plans?**

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**Do we have detailed corporate and service level workforce planning?**

**How clearly do they set out the current and future staff capacity and skills required and how this will be managed?**

**How am I involved in scrutinising the effectiveness of workforce planning?**

**Do I know how the council is addressing any specific issues with the workforce age profile or skills gaps in services?**

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councils will achieve their required workforce profile. These should be reviewed regularly and reflect changing workforce needs.

**45.** Progress in developing corporate and service level workforce planning is mixed but showing some progress. Some councils have corporate workforce planning in place, while others have service level planning, without integrating these at a corporate level. The level and spread of detail within council workforce plans also varies, with some focused on an assessment of the current skills and employee numbers but lacking an assessment of the council's future workforce needs or setting out plans for how to meet those needs.

**46.** There are examples where workforce planning is more developed in some councils. For example, South Lanarkshire demonstrates a comprehensive and coordinated approach to workforce planning. It includes many key elements needed for successful service redesign; for example, a profile of the current workforce has been carried out to support succession planning. West Dunbartonshire's approach includes assumptions about the future context and how it will address potential skills gaps in its workforce.

**47.** Common skills that councils identify as gaps include professional skills such as planners, change, project and programme management, and digital and data management. These are all essential skills that councils need to implement their change programmes effectively and it is often difficult to recruit and retain staff with these.

**48.** Councils have adopted a variety of initiatives to manage skills shortages. Approaches such as apprenticeships, traineeships, grow-your-own schemes, and succession planning, have been utilised. Some councils offer existing staff the opportunity to move into expanding areas such as teaching or early learning and childcare. For example:

- North Lanarkshire has established a health and social care academy that aims to encourage young people to take up a career in the care sector.
- South Lanarkshire uses its switch to redeployment programme to match staff whose roles are at risk with suitable alternative roles, and it has initiatives in place to recruit staff for skills needed in its roads, early years and homecare services.
- Perth and Kinross has restructured all posts into five 'job families', which increases flexibility between services and encourages employees to retrain as the demand for skills changes between services. The council also operates a grow-your-own programme to address skills needs and tackle the challenge of its ageing workforce.

**49.** Councils need to continue to find ways to meet specific skills needs. This might include sharing staff with other councils or partners and working with education and training partners such as colleges and universities.

## Partnership working

**The full potential of collaborative working is not being realised.**

**50.** There is some audit evidence of councils collaborating with partners when reshaping services, but this is not widespread. There are many examples of effective smaller-scale joint working.

**51.** The Commission continues to encourage councils to find ways to deliver services more efficiently and effectively through shared service arrangements and joint use of resources. With financial pressures and skills shortages in some areas, it is important that councils continue to work together to find innovative solutions. The following are examples of councils sharing services with others:

- Midlothian has developed some shared services and shared roles to help address challenges it faces as a smaller council. For example, it has shared a joint chief internal auditor with Scottish Borders since 2018. The chief auditor leads both councils' internal audit teams at a strategic level and is supported operationally by principal auditors in each council.
- South Lanarkshire is a host authority for a range of shared services, including the Clyde Valley Learning and Development Partnership comprising eight local authorities in the west of Scotland and set up to establish and deliver shared approaches to training, learning and development. This includes, for example, shared tools for e-learning development, accredited front-line management training, and learning and training for social care. These approaches enable the sharing of best practice across councils and making financial savings by providing joint training events and accreditation.
- Highland shares its procurement service with Aberdeen City and Aberdeenshire councils. The most recent annual procurement report shows that in total £1.39 million of savings was achieved during the period 1 April 2017 to 31 March 2018. As part of Highland Council's financial plans, it is looking at further ways of delivering savings through procurement.
- Stirling shares a trading standards service with Clackmannanshire. It also delivers animal health and welfare services on behalf of Clackmannanshire, Falkirk and East Dunbartonshire councils, and has a partnership arrangement in place with Clackmannanshire and Falkirk councils for a stray dog shelter.

### **Community Planning Partnerships need to take a more active role in leading partnership working and strategic change in some areas.**

**52.** Good partnership working is evident across councils with many examples of services working well with partner organisations to deliver local services and projects with other public sector, private and third-sector organisations.

**53.** The picture at a strategic level is more mixed. Community Planning Partnerships (CPPs) should provide the strategic leadership and direction to local partnership working and be pivotal in driving improved outcomes for local communities. This is a joint responsibility across CPP partners, such as the NHS, and emergency services, as well as councils. However, much of the good local partnership working is happening independently of the leadership of the CPPs and their structures. Our BVAR audits during 2019/20 found the effectiveness of partnership working within the CPPs was mixed. For example:

- Midlothian - Midlothian Youth Platform involves more than 16 organisations from across the CPP, including third-sector bodies. They are working




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**How well do I understand all the partnership arrangements of my council?**

**How effectively is my council working with partners to deliver services better and/or save money?**

**What steps is the council taking to ensure partnership arrangements meet their full potential?**

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together on a project to redesign mental health and wellbeing support services for young people.

- Scottish Borders – Ambitions set out in locality plans had not been costed and so were not reflected in the council's or its CPP partners' budgets.
- Perth and Kinross – There is evidence of effective working in some parts of the CPP, for example the work of the Children, Young People and Families Partnership was commended by the Care Inspectorate in 2018. Some councillors and partners, however, raised concerns about community planning and other partnership working functioning as separate processes.

**54.** Councils need to build on their partnership working to respond to local challenges, such as inequalities and child poverty. Good partnership working is critical if councils are to deliver priorities and improved outcomes for communities.


### Progress in integrating Health and Social Care has been too slow

**55.** There are 30 IJBs across Scotland. These are partnerships between NHS boards and councils. They are responsible for delivering adult health and social care, and, in some areas, for other services, such as children's services.

**56.** Progress with integration is slow. In 2018/19, a majority of IJBs struggled to break-even financially and 19 would have recorded a deficit without additional funding from the NHS and council partners at the year end. There is still limited evidence to suggest any significant shift in spending from health to social care. The Ministerial Strategic Group for Health and Community Care (MSG) is monitoring progress towards achieving the proposals set out in its integration review published in February 2019. The areas where least progress is being made include:

- IJBs being empowered to use all the resources at their disposal to better meet the needs of their local populations
- delegated hospital budgets and set aside requirements being fully implemented
- having effective, coherent and joined-up clinical and care governance arrangements in place.

**57.** The MSG also proposed that a framework for integrated community-based health and social care services should be developed. The framework intends to identify what a good service looks like.

**58.** Progress can be demonstrated in some cases. In December 2019, we reported that the Scottish Government, the Convention of Scottish Local Authorities (COSLA) and partners are progressing most of the recommendations made in the 2017 report ([Self-directed support: 2017 progress report Impact report](#)) . There is still significant work to do, which will take time to implement. The Care Inspectorate's thematic review in June 2019 found that there has been significant progress in implementing self-directed support, with some partnerships demonstrating significant change in their delivery of social care in this area. The review also highlighted, however, that more needs to be done to fully implement self-directed support.

**59.** The Commission has previously highlighted [Page 361](#) about the pace of progress in integration. We published a report in November 2018, [Health and](#)




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**What obstacles are facing our area's IJB?**

**Am I aware of the steps taken to identify and address these obstacles and to improve the pace of integration?**

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[social care integration: update on progress](#) . We plan to report on social care sustainability in 2021 and will report on progress with IJBs in the next two to three years. The Commission is also currently considering how it will audit and report on Best Value in IJBs. Although the main focus of this overview report is on councils, the issues and changes required also relate to IJBs. We plan to report on social care sustainability in 2021 and will report on progress with IJBs in the next two to three years.

### Regional economic development is stimulating improvements in collaborative leadership

**60.** Councils are active partners in the City Region and Growth Deals. A total of £5.2 billion has been committed so far to supporting economic development through City Region and Growth Deals ([Exhibit 6](#)).

## Exhibit 6

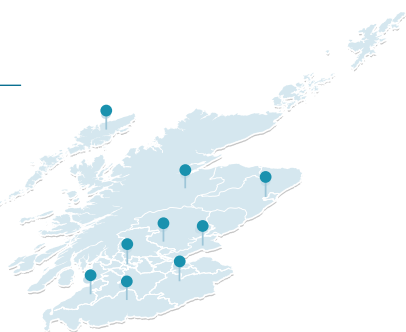
### Progress in City Region and Growth Deals

## 4 deals have been signed to date

Totalling £3.7 billion

Involving 17 councils:

Glasgow City Region Deal; Aberdeen City Region Deal; Edinburgh and South East Scotland Region Deal; and Inverness and Highland City Region Deal.



## 8 further deals are in development

Receiving a further £1.5 billion of committed funding

Involving 15 further councils


If all the deals go ahead, all Scottish councils will be involved in a deal. Some deals involve single councils, others involve two or more councils, and some councils are involved in two deals.

The UK and Scottish Governments have between them committed £2.1 billion over 20 years, councils have committed around £600 million and other regional partners have committed just over £1 billion.

Councils need to be conscious of potential challenges, such as shortages in the necessary staff, money and skills to deliver the deals. The impact of spending on the deals should be balanced against councils' overall spending capacity, particularly in the current volatile landscape.

The impact of the deals has been unclear, as their measurement is not linked to the National Performance Framework.

Source: Audit Scotland, City Region and Growth Deals, 2020

**61.** The work around the deals is stimulating improvements in collaboration and partnership working across councils. Our report, [City Region and Growth Deals, January 2020](#) , highlights that the increase in joint working by council chief executives and officers is also starting to influence wider joint working. The evidence suggests that these relationships are beginning to influence how councils operate in other areas of council activity.


**62.** There are other positive examples of partnership working with a place and community focus. The Clyde Gateway Partnership involves South Lanarkshire and Glasgow City councils and Scottish Enterprise and receives funding from the Scottish Government. The project began around 12 years ago and aims to regenerate areas in the east end of Glasgow and Rutherglen. So far it has treated 248 hectares of contaminated land and delivered 2,995 new homes, while attracting 5,939 new jobs and assisting 2,813 businesses.

**63.** Midlothian Council partnered with the University of Edinburgh to create a multi-use facility including a secondary school for around 850 pupils, a public library, gym and sports facilities, including a swimming pool and community meeting spaces at the Newbattle Community Campus. It also provides workspaces for self-employed people and small businesses and provides access to and training in using the latest technology. The partnership has links to the Data Driven Innovation Programme and the City Deal, aiming to provide high-quality industry-led skills including those in digital technology skills.




### Community empowerment and engagement

**Most councils could do more to involve communities in planning services and better demonstrate how engagement is used to improve outcomes. Some councils have been slow to implement elements of the Community Empowerment (Scotland) Act 2015**

**64.** Many councils recognise the value of involving their communities in the decision-making that affects their lives and in tackling inequalities to ensure that everyone can participate in that decision-making. But there has been slow progress in putting the **Community Empowerment**  Act's requirements into practice and few councils provide opportunities for communities to influence or take control of decision-making processes. More needs to be done to make the aims of the Act a reality.

**65.** The Community Empowerment Act requires each CPP to produce and publish a Local Outcomes Improvement Plan (LOIP). LOIPs set out a vision and focus for CPPs, based on agreed local priorities. The LOIP is intended to provide a shared plan for local communities in each CPP area. The LOIP is also the main framework that the CPP should publicly report its performance against. The CPP must be kept up to date and reflect local needs, circumstances and aspirations. The Community Empowerment Act requires CPPs to also undertake locality planning. These are plans focused on a specific locality within a council area. They should focus on tackling inequalities through targeted actions and involve participation of the community on the issues that affect it.

**66.** The Improvement Service reported, jointly with Audit Scotland and NHS Health Scotland, in its **2018 Local Outcomes Improvement Plans Stock-take**  that LOIPs are being used to varying degrees and that these need to be more focused on the areas where the CPPs can have the biggest impact.


**67.** Participatory budgeting activity in councils has been limited. The Scottish Government and COSLA have agreed that at least one per cent of council budgets should be determined through participatory budgeting by 2021. Many councils, however, are unsure about what approach to take, or if participatory budgeting should be carried out separately from their LOIP processes, which is not the intention of the Act. We also found that locality planning had not been completed on time by some councils.



### Community Empowerment

The Community Empowerment (Scotland) Act 2015 gives people more influence over how their councils and their partners plan services. It is intended that councils will devolve power to communities to make a difference to their local areas through:

- Community asset transfers – where communities can take responsibility for land and buildings.
- Participation requests – where people can ask to take part in decisions about council services.
- Participatory budgeting – where communities can have a say in how the council should spend public money locally.
- Community planning – where community bodies can participate in community planning, in particular those that represent the interests of people who experience inequalities.

**68.** There is a range of guidance available to councils to help them develop their community empowerment approach. COSLA plans to publish guidance on participatory budgeting in 2020, which will include examples of positive practice and learning points. In July 2019, the Commission, alongside partners in the Strategic Scrutiny Group,<sup>4</sup> published the [Principles for community empowerment](#)  (Exhibit 7, page 38). The intention is to provide consistent understanding across the scrutiny bodies about what is expected of public sector bodies. It is also a useful reference for councils and communities.

**69.** The Scottish Government has commissioned an evaluation of participatory budgeting and community asset transfer, which was due to report in April 2020. In November 2019, the Scottish Parliament's Local Government and Communities Committee began a consultation on how best to achieve community wellbeing, which includes considering the effectiveness of community engagement arrangements and organisations working together in communities. This focus emphasises the importance of community empowerment and engagement. The Committee is considering the findings of its consultation as part of its current work programme, pending any changes in its programme required as a result of the COVID-19 pandemic.

**70.** Councils need to more fully embrace community empowerment as an integral part of changing the way they do things. It should not be seen as an add-on or separate to other work, but part of a new way of working. They need to engage with communities and involve the public in making decisions about the services councils provide, and the places people live in. This is crucial to councils making effective and sustainable changes to the ways they operate.

**71.** Community empowerment is relevant to all departments, roles and levels. It should not be seen as only relevant to staff who work directly with communities. All services should be involving communities more in decisions about public services. There needs to be clear leadership to embed this approach across organisations and to empower staff to carry out the activities and behaviours required to do this. It will mean more co-production of services, which will require trust between communities and public bodies and time to build up relationships. Ultimately, community empowerment should reduce inequalities and improve the wellbeing of communities, particularly those suffering from persistent inequality.



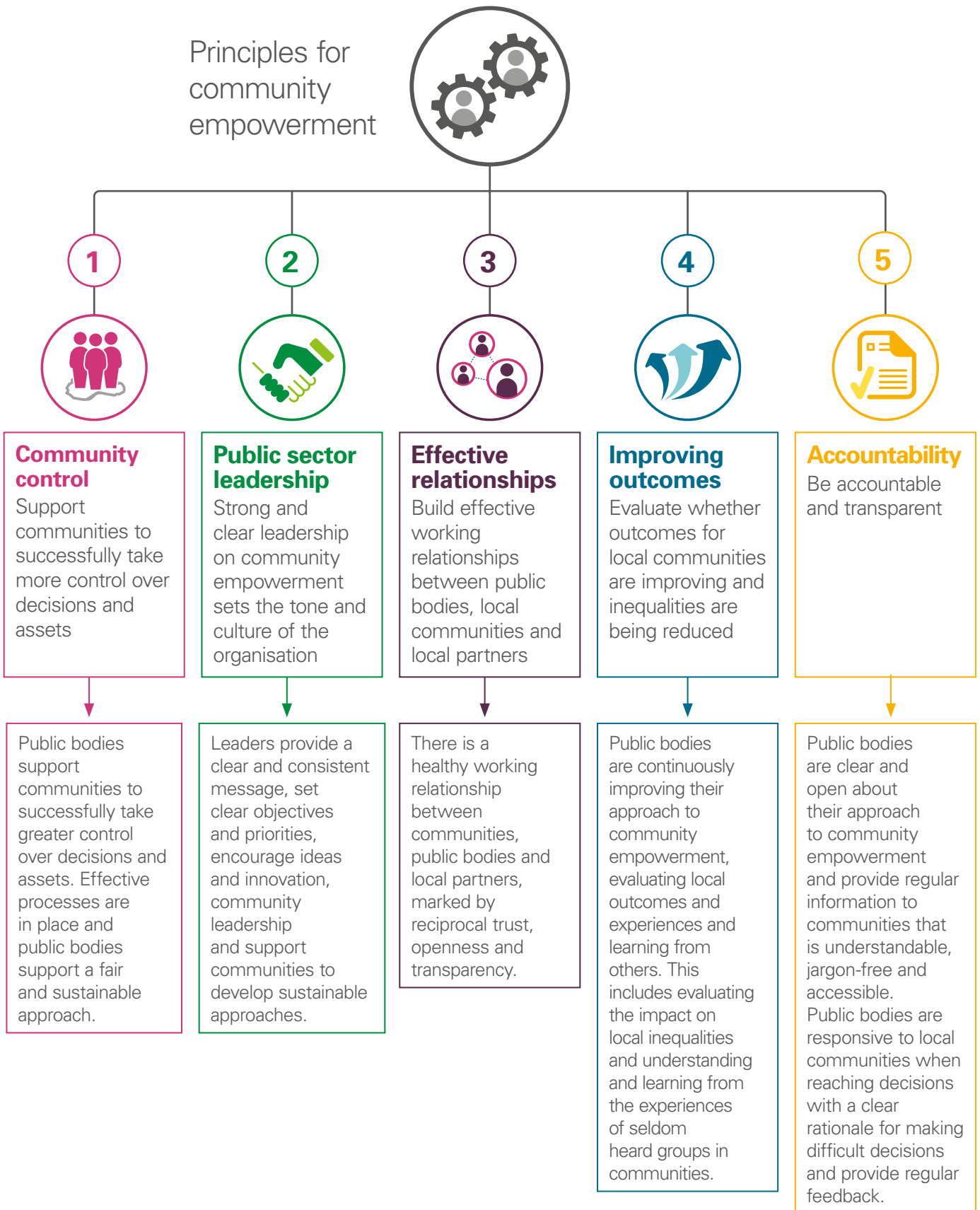

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**What do I know about the purpose and aims of participatory budgeting?**

**What do I know about my council's approach to participatory budgeting, and how effectively is it using this to empower communities?**

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**Exhibit 7**  
Principles for community empowerment



Source: Strategic Scrutiny Group, July 2019

### The local governance review is still ongoing

**72.** The Scottish Government and COSLA have jointly made a commitment to work together to further empower communities and councils in Scotland through their local governance review. The aim is to ensure that Scotland's diverse communities and places have greater control and influence over decisions that affect them.

### Not all councils are reporting their performance to the public in a comprehensive and transparent way

**73.** Effective public performance reporting (PPR) enables communities to assess the progress their council is making against its priorities and compare its performance with other councils.

**74.** All councils have performance sections on their websites; most publish annual performance reports and report the performance of their different services, and in most cases, these are linked to the council's strategic objectives. But there is wide variation in the quality of performance information councils publish, and some councils are not making it clear how their targets are being met.

**75.** The Commission's Statutory Performance Information (SPI) Direction of December 2018 reinforces the importance of councils reporting their performance to people and communities and is a key tool to guide councils on what information the Commission expects them to publish. Good PPR will fulfil the requirements of the Commission's SPI Direction. It should provide a clear picture of the council's performance as well as demonstrating how it is meeting its duty of delivering best value. PPR should use a range of media formats to target key audiences with information, including digital channels. This should consider different community needs, including hard-to-reach groups that may need specifically targeted approaches. Good PPR will show progress against strategic and outcome priorities as well as service performance, in a balanced way. For example, it will report areas for improvement and what is being done to address these, as well as where good progress is being made. Good PPR will also invite communities to provide feedback.

### Some councils are using place-based approaches to improve outcomes for their communities

**76.** The *Place Principle* was adopted by COSLA and the Scottish Government in February 2018 to support elements of the National Performance Framework. The Place Principle challenges those responsible for providing public services (and those looking after their assets), to 'work collectively with partners and communities, with the shared objective of providing more successful places that support inclusive economic growth and improved outcomes for the people in an area.'

**77.** There are some limited but positive examples of councils working with partners to start taking a place-based approach. For example, Perth and Kinross has adopted a place-based approach to tackling inequalities for each of its seven localities. These are supported by 'stories of place', created by the council to provide a profile of each locality to support its work.


**78.** An increasing emphasis on place is apparent in other key policy areas and developments, for example in relation to the Planning (Scotland) Act 2019 which we will refer to in greater detail in our [planning services case study \(page 41\)](#). Place is also a core aspect of partnership planning as part of the LOIP and locality planning processes, the City Region and Growth Deals and local statutory budgeting.




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**How well is my council providing clear, balanced and accessible information to the public about how well it is performing, what needs to improve and how it is addressing this?**

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**79.** The Scottish Government, in collaboration with NHS Scotland and Architecture and Design Scotland, has produced an online Place Standard tool (<https://www.placestandard.scot/>)  to help planners and communities assist with assessing and considering priorities for their places.

# Service case study

## Planning Services



**80.** In this section we focus on planning services to illustrate how the challenges for local government have affected this service area, and how it is responding. Planning is an important service for supporting delivery on national policy outcomes such as inclusive, sustainable economic growth and protecting and enhancing our environment. It is also subject to a range of national policy developments such as the new Planning (Scotland) Act 2019 (the Act) which changes the role and responsibilities of the service. It is an example of a service that has been significantly affected by reduced budgets and staff numbers in recent years. As with the previous sections, this case study was produced prior to the COVID-19 pandemic and does not reflect the challenges or changes that this brings to planning services. We are aware that councils are already responding with new thinking and approaches to the challenges, for example to enable physical distancing in streets.

**81.** Scotland's planning system is concerned with the use and development of land and buildings. Council planning services are a key part of that system, and their planning activity focuses on three areas:

- Development plans set out how places should change, and the policies councils use to make decisions on planning applications.
- Development management is the process for making decisions about planning applications.
- Enforcement is about making sure that development is carried out correctly and acting where this is not the case.



### Challenges

#### How the challenges (page 10) are reflected in planning services Population changes mean changing pressures for planning services

**82.** The demographic changes set out in the first part of this report also have implications at a service level. For planning services for example:

- Growing populations in areas such as Aberdeenshire, East Renfrewshire and the Lothians mean increased demand for housing, local services and amenities. Councils need to plan for these changes.
- Areas with shrinking populations, such as Argyll and Bute, Ayrshire, Dumfries and Galloway, Inverclyde and Eilean Siar may see reduced demand for some services and different challenges for planners.

Population changes also have implications for local economic activity and economic development priorities as demand for services and availability of workforces and skills change. This will affect the key priorities for planning services



**How well informed am I about the requirements of the Planning (Scotland) Act 2019 and what this means for the council?**



**What do I know about the demographic make-up and the projected changes within the council area?**

**How effectively is the council using this information to plan how we deliver services, including planning services?**



**83.** Increasing proportions of people over 65 and 75 years old, changes in the child population, and changes in inequalities such as deprivation levels have implications for the demand for types of housing and local services in the places where people live.



### **The Planning (Scotland) Act 2019 introduces new responsibilities for planning services and requires them to have a more strategic focus**

**84.** The Act brings significant challenges for planning services, with new duties and activities. It brings a shift in role from focusing on regulating the planning process to becoming more proactive in engaging with communities and organisations to achieve shared outcomes, and a focus on places. Key new responsibilities for councils include:

- a legal requirement to take Local Place Plans into account when preparing development plans – these cover issues such as housing, open space and community facilities as well as business and employment opportunities
- a duty to work with other councils to produce Regional Spatial Strategies
- the appointment of statutory chief planning officers
- new powers to introduce control areas where planning permission will always be required if owners want to change the use of their property to short-term lets.

**85.** The Act widens councils' focus beyond their current largely regulatory role to more proactively engage at a strategic level with people, communities and organisations in developing and improving the places where they live. Our [Planning roundtable February 2019](#)  highlighted that there is a perception within the profession that the value of planning services is not recognised. There is also evidence ([Scottish Government report: Barriers to community engagement in planning, May 2017](#))  that communities lack trust and confidence in, and respect for, planning services. To change this and deliver the Act's objectives there needs to be a cultural shift in the way planning services are delivered, to focus on community engagement and empowerment. This change requires different skills and approaches from planning services that challenge their current practice. Councils must now plan for how they will meet these challenges.

**86.** It is early days in the implementation of the Act, so it is too soon to assess the effectiveness of councils' responses. However, a good deal of change in planning services will be needed to implement the Act effectively. Council political leaders and managers will need to provide effective leadership, support and resources for planning services to enable these changes to happen at a good pace.



### **Planning services' budgets are shrinking at the same time as their responsibilities are expanding**

**87.** Planning services must meet their new responsibilities while they have seen some of the most significant budget cuts of all council services, with a 28 per cent decrease in net expenditure between 2013/14 and 2018/19, (34 per cent in real terms).<sup>5</sup> In response, planning services have been proactive for example by ensuring improved efficiency in processing applications. However, as councils face further forecast funding reductions the challenges for planning services are likely to increase.




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**Do I know how well prepared my council is to deliver the requirements of the Planning (Scotland) Act 2019?**

**How do I know if the planning service has the skills, capacity and resources to implement the new responsibilities the Act brings?**

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**What am I and the council doing to improve or restore community trust, confidence and respect in planning services?**

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**88.** It is not possible at this stage to fully determine the financial impacts of the Act for local government, but RTPi (Royal Town Planning Institute) Scotland has estimated ([Financial Implications of Implementing the Planning Act, August 2019](#)) that the Act places 49 new and currently unfunded duties on councils. RTPi Scotland estimates these new duties could cost councils an extra £12.1 million to £59.1 million over the next 10 years.

**89.** Planning services can charge fees for the services they provide to people and businesses, such as assessing planning applications, and these fees constitute a small but increasing proportion of the total income of planning services. The Scottish Government sets the basis for their calculation, including the maximum that councils can charge for planning applications. Fees were last increased by the Scottish Government in 2017. The Heads of Planning Services (HOPS) report "[Costing the Planning Service](#)" February 2019, found that fee income as a proportion of planning service costs increased from 26.1 per cent in 2014 to 32.9 per cent in 2018. But planning fee income does not, and isn't intended to cover the cost of planning services, and it is not retained exclusively by planning services to fund their activities. Planning services must therefore consider what changes will be needed initially and in the medium to longer term to resource their new responsibilities in the context of tightening budgets in the future. The Planning (Scotland) Act 2019 presents an opportunity to carry out a wide review of the planning fee structure, and a consultation on areas including looking at the potential for discretionary charging was completed in February 2020.



#### **Uncertainty remains about the detail of the Act's requirements**

**90.** Planning services, like all council service areas are affected by political and economic change and uncertainty. Most directly, although the Act sets out new responsibilities and roles, there will continue to be a level of uncertainty during 2020/21 while the Scottish Government develops secondary legislation and guidance to support delivery of the Act's objectives. More widely, planning services will need to respond to the economic impacts of political changes such as withdrawal from the EU and national and global economic changes. Planning services also have a significant role to play in responding to the escalating climate change crisis and in the national and local strategies to combat this.

## **Doing things differently**

### **Planning services need to do things differently to be able to meet national policy priorities while maintaining and improving services**

How the core aspects for change ([page 24](#)) are reflected in planning services.



#### **Leadership: Strong leadership of planning services is needed to meet the challenge of performing new duties with reducing resources**

**91.** Meeting the challenges of the Act and putting the Place Principle into practice requires strong leadership from council officers and councillors. Collaborative leadership is critical to success.

**92.** The Act introduces a statutory requirement for chief planning officers to be appointed in every council. This is a positive step creating a lead senior officer post to drive the changes required for councils to fulfil the objectives of the Act. Details of the role are yet to become clear, and the Scottish Government is scheduled to work with councils and partners over 2020 and 2021 to develop supporting guidance and legislation for the Act. Including chief planning officers




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**How confident am I and what assurance do I have that the council is well prepared to make the shift in planning services from the regulatory role to include more proactive engagement with communities and other partners?**

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as key members of councils’ senior management structures will enable the required collaborative leadership across council service boundaries and with partners.

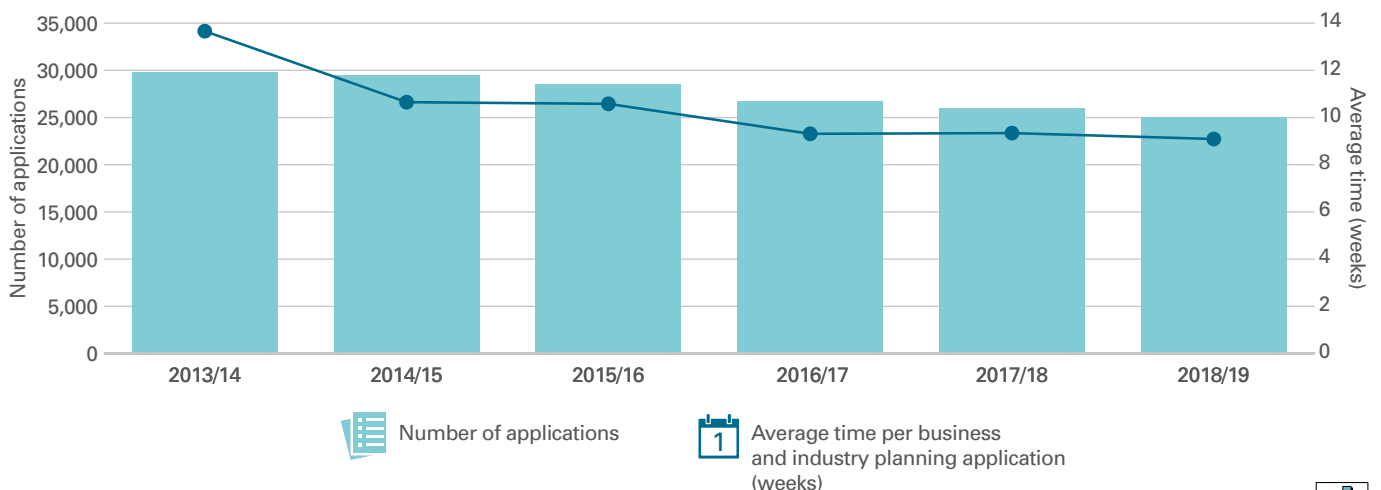
**93.** The cultural shift from a mainly regulatory to strategic role will need effective leadership and engagement with staff. Given skills gaps in change management in many councils, they need to consider how they will ensure the change management capacity required is put in place to support councillors and management to lead the culture change needed.

 **Change and improvement: planning services have improved performance over recent years but need to widen their focus from the regulation process to engaging with communities and partners**

**94.** Planning services have reacted to reducing budgets and staff numbers in recent years by focusing on providing a core regulatory service, ensuring that planning standards are being met.

**95.** Possibly as a result of that narrowed focus, performance in processing planning applications has improved. For example, the average time taken per business and industry planning application has fallen by 34 per cent since 2013/14.<sup>6</sup> However, this improved performance has been achieved with reducing numbers of planning decisions made each year since 2013/14: from 29,779 applications to 25,027 in 2018/19 ([Exhibit 8](#)).

**Exhibit 8**  
Planning decision times and number of applications since 2013/14



Source: Audit Scotland, Improvement Service, Local Government Benchmarking Framework data 2013/14 to 2018/19

**96.** Councils are making positive changes to the way they approach planning applications, which may also be contributing to improved performance. Many councils are increasing their use of pre-application advice which can reduce the numbers of applications they receive, for example, where the advice is that the application should not proceed. This approach may also increase councils’ efficiency when dealing with previewed applications.


**97.** The improving performance in reducing application processing and decision-making times is positive, but current performance indicators don't reflect how planning services impact on people and places or how they contribute to broader outcomes in the National Performance Framework. Wider measures of responsibilities beyond councils' regulatory role need to be developed so that councils can demonstrate their contribution to delivering them.

**98.** The Act provides opportunities to widen the scope of performance reporting, including new requirements for councils to produce annual planning performance reports, which they must submit to Scottish Ministers and publish. The detail of these reports has yet to be determined but the requirement puts statutory weight behind the Planning Performance Framework reporting process.

**99.** Measuring how planning services are delivering or supporting more successful outcomes means looking beyond service-specific processes to the outcomes achieved. For example, the Clyde Gateway initiative measures and reports progress against three strategic goals:

- **Sustainable place transformation** to focus on the overall infrastructure and environment of the area which in turn will increase its attractiveness as a place to live and work.
- **Increased economic activity** to attract major employers into the area and work with existing businesses to maximise growth, which in turn will generate employment opportunities for local people.
- **Building community capacity**, to ensure that there are increased levels of community participation in activities that promote a better, healthier lifestyle and/or improve employment prospects.

Progress against these strategic goals is measured through nine performance indicators. These measures are not service-specific but rather aim to assess progress made in these key outcome themes by all partners in the initiative.

**100.** The changed role, responsibilities and focus for planning services also mean that councils need to review how these services are funded, to ensure that they can meet their current responsibilities and the new duties arising from the Act. In January 2019, HOPS reported on the impacts of councils' 2017 major planning application **fees increases** , following the Scottish Government increasing the maximum planning application fees from £20,050 to £125,000 and maximum fees for applications for planning permission in principle from £10,028 to £62,500. The report found that the impact of the fee increases varied widely across Scotland: the main beneficiaries are the larger city councils, Edinburgh and Glasgow and the larger urban planning authorities. Smaller, more rural councils and island councils do not receive significant numbers of major applications, if any, which significantly influences the overall impact of the fees increase for these councils.

**101.** More broadly, planning fee income is not directly reinvested in planning services in many councils. In some councils planning fee income is treated as a corporate or council income, and so is not controlled by or ringfenced for the planning service. The additional income generated by fee increases does not make much difference to the budget available for reinvestment. Increasingly the income generated is offset against council savings targets.



The total additional income generated by a fee increase in 2017 was £4.2 million generated by 338 separate major planning applications. This averages out at £12.5 thousand per application or £124 thousand per planning authority; Edinburgh and Glasgow's combined fee increases were £1.2 million, or 29 per cent of the total Scottish fee increase.



Fees and costs of planning services vary across councils:

In 2018/19 Inverclyde had the highest planning application fee of £8,818, compared to the lowest fee of £1,048 in Renfrewshire.

Renfrewshire saw the largest reduction in the cost of planning between 2013/14 to 2017/18, by 74 per cent while Shetland Islands had the greatest increase of 218 per cent.



**Workforce planning: the workforce in planning services is ageing and reducing in number. New skills will be needed to deliver the Act’s objectives**

**102.** There are significant workforce challenges for planning services. Local government planning services have seen a 25.7 per cent cut in staff numbers since 2009<sup>7</sup> ([Exhibit 9](#)).

**Exhibit 9**

Challenges for planning services workforce



**Evolving role**

The new duties under the Act place new demands on the workforce outside the traditional 'planner' role.

Building community engagement and collaborative relationships will be important.



**Workforce reductions**

In March 2019, there were 1,332 planners in Scotland.

Across local government planning staff numbers have reduced by almost 26 per cent since 2009.



**Workforce profile**

Around 9 per cent of planning staff are aged under 30 and 35 per cent are over 50.

Only around 100 new planners graduate each year, many taking up private sector employment.



**Skills gaps challenge**

A HOPS survey found that 30 councils confirmed that they had to fund additional technical planning expertise in the last three years.

Only 18 councils had in-house training provisions.

28 councils shared a service with another council.

Training and sharing services is more challenging for island authorities, due to the associated distance and cost.

Source: Audit Scotland, Heads of Planning Scotland, Royal Town Planning Institute Scotland

**103.** Seven councils reported challenges in recruiting for planning roles in the last year (Argyll and Bute, Dumfries and Galloway, Eilean Siar, Glasgow City, North Ayrshire, Shetland and West Dunbartonshire). Councils are taking steps to address their skills and recruitment challenges, for example:

- Eilean Siar, which had to re-advertise for a planning officer, looked at unqualified applicants interested in learning additional skills to become a planning officer. The council operates a career-grade structure, which supports officers to qualify through work.
- North Ayrshire, recognising a nationwide deficit in qualified and experienced planners, has re-designated planning officer posts to planning assistants and recruited new graduates. Staff development is supported with a planning skills programme including training and site visits.



**Do I know how the council is addressing any specific issues with the workforce age profile or skills gaps in services, such as planning services?**

- West Dunbartonshire, which experienced difficulties in recruiting building and planning officers, is investing in a 'grow-your-own' programme.

**104.** In terms of planning training and development for councillors, 28 councils have an in-house training programme for planning committee members. The Act strengthens the importance of training councillors on planning, giving councils the power to impose training requirements and a requirement that councillors who have not completed specified training will be excluded from taking part in planning business.

**105.** Further collaboration and innovation are required to tackle skills gaps and respond to the training and capacity issues in planning services and in the range of specialisms within planning. The Improvement Service is working with Skills Development Scotland to identify planning skills demands, needs and gaps across councils, what training and support is currently provided, and what measures are needed to address the recruitment challenges that planning services face.

### **Partnership working: planning services need to build relationships with other council services, external partners and communities**

**106.** The Act puts increased emphasis on planning services engaging and collaborating with key partner organisations and communities to develop and improve places. The need for improved collaboration has been an issue for some time as highlighted in a report by HOPS in 2013, [Collaborative working in development planning](#)  which highlighted key themes for improvement:

- the importance of ongoing dialogue
- clear and considered engagement, including improved publicity for consultations and engagement methods so that all parties get the most out of them
- culture change, collaborating more effectively with partners in developing policies, engaging meaningfully with partners and using shared information to improve outcomes
- clearly communicating roles and remits.

These themes are now even more relevant given the Act's requirements. Making the necessary changes in practice and culture happen is challenging and will take time to become a reality, so councils need to respond actively and with urgency now.

### **Community empowerment and engagement must become a core activity for planning services to deliver the letter and spirit of the Planning Act and the Place Principle**

**107.** Planning services have an important role to play in supporting community empowerment. They need to effectively engage and involve communities when developing proposals and local plans for the places where they live. This reflects the purpose of community empowerment, namely, to reduce inequalities and improve the wellbeing of communities, particularly those suffering from persistent inequality.

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## Case study



### West Dunbartonshire

West Dunbartonshire Council's Place and Design Panel brings together professionals to provide objective guidance on design through collaborating with developers, architects and contractors. The panel aims to ensure a high-quality built environment that 'raises aspirations, elevates levels of health and wellbeing and increases economic vitality'. The panel's volunteer members review planning proposals in the design review process, before they reach the application stage. It aims to improve the quality of the proposals and allow applicants to consider a wide range of issues such as the suitability of materials and wider considerations such as transport links.

West Dunbartonshire includes some highly deprived areas. The council wants to raise people's aspirations in those areas and focus on planning as an enabler of improvement. To do this the panel has developed close working relations with a range of other council services.

The council has seen positive early indications of the panel's value such as encouraging more open and informative conversations between developers and planners, which creates a smoother planning process. The panel's role is still developing and one of its key aims is to encourage more community involvement in the design process.

Source: Audit Scotland

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**108.** To deliver the aims of the Planning and Community Empowerment Acts, planning services need to be much more proactive in leading the collaborative development of places, by bringing together the various parties across their communities. This requires a change in focus from meeting statutory responsibilities to linking planning activity to wider outcomes, and to developing local plans in partnership with communities and partners.

#### Planning services are key drivers in delivering the Place Principle

**109.** The challenges brought by the Act are still taking shape as the Scottish Government develops supporting secondary legislation and procedural guidance over the next two years. But from our review of a sample of councils' Planning Performance Framework reports there are examples of councils adopting different approaches, with an awareness of the value of prevention to address current challenges, such as:

- encouraging online applications
- increasing use of pre-application advice services
- developing new software techniques for various aspects of planning, for example mapping exercises
- re-aligning planning teams, changing how teams are structured and the scope of work for team members

- using revised schemes of delegation to create efficiencies, upskilling existing staff to process planning applications more efficiently and to work across diverse roles.

The Place Principle aims to move public service delivery away from the traditional focus on service structures and boundaries to place-based approaches which have communities at their heart. Such approaches aim to create more successful outcomes for people and communities, through improving the quality of people's lives. Within this principle there is scope for the planning system to support the delivery of some of the outcomes in the National Performance Framework, and for councils to focus on this through planning services' changing role.

**110.** A 2017 Scottish Government report '[Barriers to community engagement in planning: a research study](#)' highlighted that there is limited public trust, confidence in and respect for the planning system and that public perceptions are that community engagement has very little influence on planning outcomes. The study highlighted reasons for seldom-heard groups' exclusion from the planning process, including officers' attitudes towards disadvantaged and minority groups, as well as the skills, capacity and motivation of those groups. The study findings also mirrored our 2019 planning roundtable discussion where planning practitioners and key stakeholders find that too often engagement is about managing expectations and securing consent for development proposals, rather than working with communities to achieve better planning outcomes.

**111.** To be effective planning services need to lead a change in perceptions of planning and its relationship with communities. This means attracting and developing people with the right skills, including leadership, to work with communities and partners to make improved places a reality.

**112.** Through our BVAR work in 2019, we saw some examples of councils taking a place-based approach to improving the lives of the people in their communities:

- North Lanarkshire Council plans to demolish all its tower blocks and replace them with new modern homes to help reduce inequalities. This is part of its regeneration of place 'plan for growth', which also includes transforming town centres. The council's 'tower re-provisioning programme' will see tower blocks and low-rise properties demolished across North Lanarkshire over the next 25 years, and the council's 'NL Homes' new build programme aims to deliver 5,000 affordable new homes by 2035.
- Perth and Kinross Council adopts a place-based approach for each of its seven localities, aimed at tackling inequalities. Localities are each supported by 'stories of place', created by the council to summarise statistical and background information on each locality to support its work.
- Clyde Gateway is a partnership between Glasgow City Council, South Lanarkshire Council and Scottish Enterprise, with funding and support from the Scottish Government. Beginning in 2008, the 20-year initiative aims to lead social, economic and physical change across communities in the east end of Glasgow and Rutherglen.



**113.** Planning services are operating in a challenging environment that reflects the wider challenges faced by local government. The introduction of the Act heightens that challenge. Council planning services must grasp the opportunity this presents by building on good practice and developing new ways of working. This includes working with communities more closely and engaging with them and with partners to develop shared plans and objectives to improve places and jointly tackle inequalities.

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## Local government in Scotland

# Overview 2020

This report is available in PDF and RTF formats, along with a podcast summary at:  
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# Policy and Sustainability Committee

10am, Tuesday 6 August 2020

## Edinburgh Integration Joint Board Progress Report

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee:
  - 1.1.1 Consider the content of the report.

**Judith Proctor**

Chief Officer, Edinburgh Integration Joint Board

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## Edinburgh Integration Joint Board Progress Report

### 2. Executive Summary

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- 2.1 This report provides members of Policy and Sustainability Committee (P&SC) with an update on the work of the Edinburgh Integrated Joint Board (EIJB) and delivery of its strategic plan.

### 3. Background

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- 3.1 As part of the governance arrangements in place, the Chief Officer to the EIJB will provide a six-monthly update to P&SC on matters of interest relating to the EIJB. This report will cover items of strategy, performance, delivery and finance.
- 3.2 The Integration Scheme is a requirement under the Act and this is the partnership agreement between Local Authorities and their NHS which sets out which functions and resources are delegated to the IJB and how the partners will operate together to deliver the requirement of the Act. Integration schemes must be reviewed within the first 5 years of the operation of the IJB and, in Edinburgh, this review will take place over the course of 2020.

### 4. Main report

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- 4.1 The previous report covered the period from June to December 2019, therefore this report will cover the period from January - July 2020.

#### **Covid19**

- 4.2 The emergency of Covid19 and the subsequent restrictions has had a significant impact on services and the Partnership has had to find new ways of delivering services to Edinburgh's most vulnerable citizens within a rapidly changing landscape. With most of the Partnership's direct provision being maintained, services had to adapt to meet people's needs and protect staff delivering services.
- 4.3 As part the Covid19 response, the Partnership developed and submitted its Mobilisation Plan to the Scottish Government. The Mobilisation Plan set out service development and adaptation in support of a whole system response to Covid-19, ensuring that acute hospital capacity was protected to enable the wider response to Covid-19 and that community capacity to support the most vulnerable could be maintained.

- 4.4 The Partnership maintained regular briefings to IJB and Elected Members over the course of the peak of the pandemic including briefings in relation to the wider mobilisation of activity, support to Care Homes and aspects relating to its Mobilisation Plan.
- 4.5 The IJB agreed changes to its governance oversight in April which enabled the Partnership and officers to focus on the operational emergency that Covid-19 presented while maintaining a balance of critical decision making and oversight. The Chair and Vice Chair, in consultation with the Chief Officer and Chief Finance Officer were given delegated authority in relation to strategic decision making and a report will come to a future IJB setting out the decisions made under this process. Board meetings also took place in relation to urgent decisions and a number of developmental workshops focusing on the return to transformation and wider governance development also took place. At its most recent meeting in July, the IJB approved its return to its usual governance structures and processes which will continue virtually until at least the new calendar year.

## **Items of strategy**

### **Strategic Plan**

- 4.6 The Partnership continues to focus on delivering against four key elements:
- 4.6.1 Defining a modern Edinburgh Pact between health and social care providers and citizens.
  - 4.6.2 Adopting the Three Conversations approach to facilitate and support people who need help and support staff to do this;
  - 4.6.3 Continue to shift the balance of care from hospital to the community under a Home First approach; and
  - 4.6.4 Initiate a transformation programme which will focus on a broad range of services aimed at rapid redesign.

### **Edinburgh Pact**

- 4.7 Work continues to develop the Edinburgh Pact and a comprehensive research and engagement workstream has started. It includes individual interviews with key stakeholders, focus groups and online survey with partners, individuals who use services and citizens to get feedback on what the Edinburgh Pact should look like. The Pact will focus on supporting communities and optimising community involvement and resilience. An initial framework draft of the Edinburgh Pact will be presented to the Strategic Planning Group in September 2020.

### **Three Conversations**

- 4.8 The Three Conversations model will replace the traditional 'assessment for services' with a strength-based approach recognising that people are the experts in their own lives and understand their own circumstances and needs
- 4.9 The development and roll-out of the Three Conversations model continues with existing innovation sites continuing to engage with individuals and their families. Work is ongoing to expand two existing innovation site and a detailed plan has been

agreed by the Executive Team to provide additional resource to roll out and embed the three conversations model at pace across the Partnership so it becomes the new operating model. A progress report will be submitted to the Performance and Delivery Committee in due course. However early indications highlight positive improvements, for example, waiting times for first contact in innovation sites average 3.8 days in comparison to the previous average wait of 40 days.

### **Home First Approach**

- 4.10 The Home First approach is critical to the Partnership's ability to reduce delayed discharges. Home First is designed to support individuals who are ready to return home after a period in hospital but require short term support to manage their discharge safely. As of February 2020, 8 therapists covering the north of the city have supported over 200 discharges over 16 weeks. This model (Discharge to Assess) is being rolled out to South Edinburgh. Home First has also supported a reduction in delayed discharge figures and occupied beds days. Results from the implementation of the Home First model has also delivered a ward closure (ward 120) and created an additional 15 care beds in an Intermediate Care Facility.
- 4.11 Home First also works to prevent unnecessary hospital admission and through our Home First Navigator roles, the Partnership have prevented 48 people from being admitted to hospital.

### **Transformation Programme**

- 4.12 The development and delivery of the transformation programme has been adversely impacted by the Covid19 pandemic as programme boards were paused to allow staff to focus on operational priorities.
- 4.13 However, work on projects has continued where possible. As part of the lesson learned exercise undertaken by the Partnership to understand the impact of Covid19, the transformation programme has been reset, focussing of key transformational opportunities. The proposed changes to prioritisation will focus on immediate strategic priorities.
- 4.14 The EIJB agreed to the reset transformation programme at the meeting on 21 July and the paper can be read [here](#)

### **Annual Performance Report**

The Annual Performance Report for 2019/2020 is being finalised and will be published by end of August.

4.15

### **Progress with Health and Social Care Integration**

- 4.16 Audit Scotland and the Ministerial Strategic Group (MSG) carried out reviews and made a series of recommendations in regard to the progress of Health and Social



Care Integration, what was working well and what the barriers were to successful integration.

- 4.17 An action plan has been developed and approved by the IJB which sets out progress being made in Edinburgh in response to these recommendations and this has been reported both to Council Committee and to the EIJB.
- 4.18 Progress can be seen across most actions contained within the action plan in this with some revised timescales due to local changes in delivery (such as to reflect the ongoing work with the GGI to the end of April) or because of known national work taking place that the EIJB will need to be aware of to ensure compliance or incorporation of national guidance into local policies or work (such as the review of Clinical and Care Governance guidance).
- 4.19 However, the following actions have been completed within the timeline:
  - 4.19.1 The transformation programme has been scoped and in place from February 2020
  - 4.19.2 The EIJB agreed a new Directions policy and process
  - 4.19.3 A reserves policy has been approved
  - 4.19.4 A pan Lothian Integration Forum has formed; and
  - 4.19.5 A revised IJB governance structure has been approved and put in place.
- 4.20 The report can be found [here](#)

### **EIJB Governance**

- 4.21 The EIJB continues to develop its governance arrangements and structure in conjunction with the Good Governance Institute and is looking to shape a programme for an EIJB AGM in the coming months. The EIJB also agreed at its meeting on 21 July to resume its committee structure, which was suspended due to Covid19.

### **Items of performance and delivery**

#### **Standards for Adult Community Mental Health Services**

- 4.22 The Clinical and Care Governance Committee considered a report asking for the Partnership to sign up to the Royal College of Psychiatrists Standards for Adult Community Mental Health Services (ACOMHS) which was referred to the EIJB on 21 July and they agreed to sign up to these standards at their meeting on 21 July.
- 4.23 The ACOMHS standards is an accreditation programme that works with staff to assure and improve the quality of community mental health services for people with mental health problems, and their carers. Accreditation assures staff, service users and carers, commissioners, and regulators of the quality of the service being provided. It engages staff in a comprehensive process of review, through which good practice and high-quality care are recognized, and teams receive support to identify and address areas for improvement. Further information on the standards can be found [here](#).

## **Mental Health and Learning Disability Recovery Board**

- 4.24 Work is ongoing to improve the whole system approach to Mental Health and learning disabilities for adults – including psychological waiting times and unscheduled care including delayed discharges. Recovery and Improvement Boards have been established and the Mental Health and Learning Disabilities for adults is chaired by the Chief Officer. Further information can be found [here](#).

## **Memorandum of Understanding for Hospices**

- 4.25 The EIJB signed off the Memorandum of Understanding (MOU) for Independent Scottish Hospices at its meeting of 4 February. The MOU was developed to ensure the provision of high quality and person centred palliative and end of life care is made available to all who need it. Further information can be found [here](#)

## **Items of finance**

- 4.26 The EIJB continue to face significant challenges; an aging population, an increase in the number of people living with long term conditions, a reduction in the working age population and the fundamentally the resource available cannot match the level of demand. The projected cost to deliver services is £706.4m and the combined budget is £682.26m leaves a £21.9m funding gap. Additional mitigating actions totalling £6m have been identified, leaving a savings target of £15.9m.
- 4.27 A paper was presented to the EIJB on 21 July 20, identifying a range of options to deliver £15.9m of savings, which were agreed by the Board. Further information can be found [here](#)

## **Forward – Next Six Months**

- 4.28 Over the next six months the EIJB will continue to focus on:
- 4.28.1 Enhancing its visibility and developing the format of the EIJB AGM, enhancing its governance structure and resume committee activity ensuring the new committee structure is robust.
  - 4.28.2 Continue to develop and refine the Home First Model and develop the Edinburgh Pact in conjunction with key stakeholder and citizens
  - 4.28.3 Shape the bed base required for the future, transitioning beds from acute services into community models of care including integrated model facilities
  - 4.28.4 Continue to deliver against the MSG Action plan
  - 4.28.5 Roll out of the recast Transformation and Change Programme
  - 4.28.6 Carry out an annual review of the strategic plan,
  - 4.28.7 Continue to demonstrate progress against Older People’s Inspection Action Plan

## **5. Next Steps**

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- 5.1 This report provides members with an update on key areas of interest and a further report will be presented to Policy and Sustainability Committee on 23 March 2021.

## **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 This is an update report for members of Policy and Sustainability on the work of the EIJB, therefore there is no stakeholder or community impact.

7.2 Any stakeholder or community impact relating to any of the workstreams contained within the report have been carefully considered and referred to within the relevant EIJB report.

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

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8.1 None

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# Policy and Sustainability Committee

10am, Tuesday 6 August 2020

## Award of Contracts for Edinburgh Thrive “Get Help When Needed”

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 This report seeks the approval of the Policy and Sustainability Committee to award nine new contracts to deliver a range of services to support people’s mental and health wellbeing.
- 1.2 The contract duration will be from 1 December 2020 for 60 months (with the possible extension of a further 36 months).
- 1.3 Note the extension of current Wellbeing Providers to 31<sup>st</sup> November 2020 to enable a three months-notice period to be given to current providers (4-month period allowed under Contract Standing Orders, while undertaking a tender process).
- 1.4 The approximate maximum total value of the contract is £20,880,000. The annual value varies throughout the term of the contract to incorporate annual increments based on the Scottish Government Funding.

#### Judith Proctor

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Tel: 07815592362

## Award of Contracts for Edinburgh Thrive “Get Help When Needed”

### 2. Executive Summary

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- 2.1 Edinburgh Thrive aims to create a city where every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to her or his community. Recognising that our ability to thrive as human beings and as a city is closely tied to our mental health, the Lord Provost chairs the Edinburgh Thrive Mental Health Assembly which aims to draw on - and plug into - the ongoing work of the City Vision, Edinburgh Health and Social Care Partnership, Edinburgh's Poverty Commission, the Community plan and City Region Deal. At the heart of this work is a strong commitment to promote mental health and protect our citizens' resiliency, self-esteem, family strength and joy and reduce the toll of mental illness on individuals, our communities and our city.
- 2.2 The Commissioning Plan for Thrive Edinburgh (Adult Health and Social Care) sets out an ambitious plan to redesign and develop community assets and services across the city to support people's mental health and wellbeing. This is in line with the Scottish Government's National Mental Health Strategy and legislation requirements of the Mental Health (Care and Treatment) Act (Scotland) 2003 and The Carers (Scotland) Act 2016.
- 2.3 The Edinburgh Integrated Joint Board issued two directions which inform the commissioning and delivery of these services which meet the objectives as set out in the *Edinburgh Health and Social Care Partnership Strategic Plan 2019 – 2022* which are further detailed in the *Edinburgh Thrive Adult Health and Social Care Commissioning Plan*.

EIJB-22/10/2019-1

For those services that are not covered by a specific direction, the City of Edinburgh Council and NHS Lothian will continue to provide services within current budgets, and in accordance with statutory and regulatory obligations, policies and procedures, endeavouring to meet national and local targets and the strategic objectives laid out in the Strategic Plan.

EIJB-22/10/2019-5

Implement the Scottish Government's National Mental Health Strategy to improve the response to distress in A&E, police, primary care, custody and prison settings by employing 12 WTE staff.

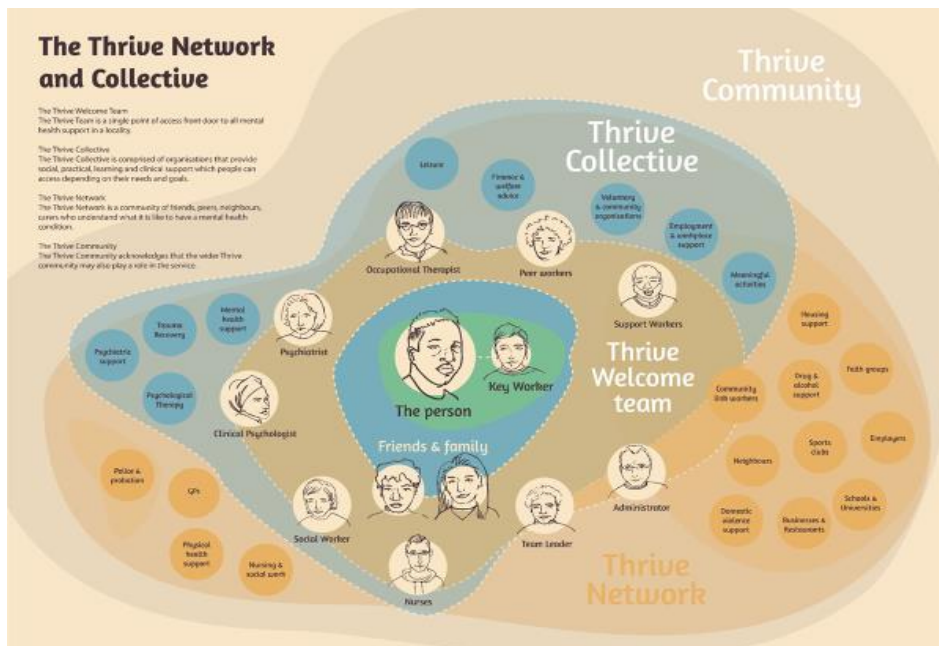
- 2.4 As such, it is recommended that the Policy and Sustainability Committee support the recommendation to approve the award to providers to support the establishment of the Thrive Welcome teams and the Thrive Collective, delivering a range of support and interventions to ensure that people get the help they need, when required.

### **3. Background**

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- 3.1 The Commissioning Plan for Thrive Edinburgh (Adult Health and Social Care) forms a key part of the Edinburgh Integrated Joint Board's Partnership's Strategic Plan and the city-wide Edinburgh Thrive Initiative. This sets out long-term strategic aims to promote mental health and protect our citizens' resiliency, self-esteem, family strength and joy and reduce the toll of mental illness on individuals, our communities and our city.
- 3.2 A key workstream - "Get Help When Needed" within the Commissioning Plan aims to ensure that people experiencing distress and mental health problems can access help when they need it, recognising that responses need to be person centred, easy to access and meet a wide range of needs. A solid foundation with The Edinburgh Wellbeing Public Social Partnership (from 1<sup>st</sup> November 2017 to date) created a number of locality and city-wide programmes and initiatives which bring together services to support people's mental health and wellbeing. This co-produced work was instrumental in Edinburgh being selected as one of four UK sites (funded by the Big Lottery) to implement the lessons learnt for the Living Well Lambeth programme which transformed access to mental health services within that London borough.
- 3.3 All this work combined and evolved into an intensive coproduction process with stakeholders across the city who designed a new open access model. This comprises "Thrive Welcome Teams" in each locality staffed by a range of professional staff from statutory and third sector services. The team would offer brief assessment and formulation in line with the three conversations model leading to a jointly agreed plan with the client regarding next steps. These next steps may include support with social problems; distress brief intervention; psycho-education; community connecting; employment and meaningful activities; arts; green activities; group psychological therapy; individual psychological therapy; medication review. This is radical reframing of how we deliver services across the city, for both statutory and 3<sup>rd</sup> sectors, as well as building on naturally occurring community support.

- 3.4 This led to the proposal to establish the Thrive Welcome Teams and The Thrive Collective.



- 3.5 The coproduction process concluded that the peer workers and senior support workers in Thrive Welcome Teams would be employed by the 3<sup>rd</sup> sector and a number of the Collective Services would be delivered by third sector partners. These ideas were detailed and refined in service specification for the 9 Lots which would be tendered.

## 4. Main report

- 4.1 In September 2019, a Prior Information Notice (PIN) was published to invite interested providers to a Co-production event on 18 September 2019. The event described the new concept with the aim to deliver a range of services and programmes to support the delivery of Edinburgh Thrive Centres and Networks which are a key development in the city's Thrive Strategy for Mental Health and Wellbeing. The Edinburgh Thrive Commissioning Plan is building on the work and relationships achieved to date through the Edinburgh Mental Health Wellbeing Public Social Partnership which facilitated a test of concept and change in service delivery arrangements in collaboration with eighteen Third Sector providers.
- 4.2 The event described the outcomes and the tender process. It also stated that the Council welcomed consortium-based bids and as such, hoped that organisations networked as part of the event. Additional training was provided in October and November 2019 by EVOC and Partnership4Procurement with the aim to have organisations bid ready. FAQ and draft specifications have been published in advance for comment and co-production purposes.



- 4.3 The Competitive Procedure with Negotiation was published on 16 December 2019 with a tender return date of 7 February 2020.
- 4.4. The intention was to create “open access’ Thrive Welcome Teams and networks in each locality. These have the potential to improve outcomes for people by making sure that people get help when needed, promoting the principle of prevention and early intervention and form a central component of the Edinburgh Thrive Strategic Commissioning Plan for Mental Health.
- 4.5 The total maximum annual value of contracts to be awarded was £2,610,000. There were nine lots summarised below:

Lot	Max Amount	Short Description
Thrive Welcome Teams (one in each locality)	Up to £888,000 (up to 222,000 per Locality)	Employment of Thrive Welcome Workers and Peer Workers
<b>Thrive Collective</b> Directly commissioned services which the Thrive Welcome Team can facilitate easy access to a range of support, care and interventions		
Thrive Locality Team (one in each locality)	Up to 730,000 (up to 183,000 per locality)	Includes emotional and psychological support; reflecting characteristics of local population
Places and Spaces	Up to 540,000	Providing safe places for people to connect that are inclusive but not exclusive; maximising use of the city’s assets; include a focus on evening and weekend opening
Physical Activity and Green Spaces	Up to 250,000	Maximising city’s assets
Arts and Creativity	Up to 65,000	Delivering to a year-long “A Sense of Belonging Arts Programme”, administering a grants programme and maximising the city’s cultural assets
Peer Development	Up to 50,000	Community of practice to support development of peer workers and peer work across the city
Service User Led Research	Up to 30,000	To ensure there are increased opportunities for service user-led research which reflect the priorities identified by the Thrive Partnership.
Carers Support	Up to 32,000	Supporting carers as new services are developed
Service User led Support Groups	Up to 25,000	To support peer led self-help / support groups for people with mental health conditions
Total	Up to £2,610,000	

- 4.6 As part of the tender process, there is a question and answer function within Public Contracts Scotland and a potential bidder requested an extension on the tender

deadline date. The provider stated that they required the additional time to confirm that their partnership bid was agreed by all relevant organisational boards and to ensure that their bid met the full requirements of the specification.

- 4.7 The request for more time was considered and the risks associated with not allowing the additional time, outweighed the delay to the process. It was deemed necessary to add a further 4 weeks, until 9 March 2020, to the tender process. The extension was agreed to ensure that all bids (especially partnerships) should be in the best interests of the service users by encouraging a diverse range of services; as reflected within the specifications and the questions within the tender submission. The extension did allow partnerships to be formed, which bring together approaches and organisations in order to achieve the optimum outcomes for the people of Edinburgh.
- 4.8 The Finance and Resource Committee approved the extension of the current Wellbeing PSP contracts until 30 September 2020. The total value of the extension is £1,055,000.
- 4.9 This enabled the procurement process to be extended with all new contracts to be in place by 1 October 2020. However, the impact of COVID-19 and the opportunity for the Edinburgh Integrated Joint Board to reflect on any new contract awards on 21<sup>st</sup> July 2020 required to be factored in to the timeline. In order, to allow current providers, their 3 month notice period, it has been deemed necessary to extend the contracts by a further 2 months only. The Contract Standing Orders (CSOs) allows for this, while a tender process is underway.
- 4.10 22 bids were received, most of which are partnership bids. All tenders received were evaluated based on most economically advantageous tender (MEAT), weighted 80:20 for quality and price. Due to the nature of the contract, the quality of the end service is of the utmost importance, as such 80% was allocated to quality and 20% to cost, keeping in line with the Council's requirement to achieve best value for money. Details of the evaluation criteria can be found in Appendix One.
- 4.11 As part of the tender submission, information was requested from providers on whether or not the organisation intended to employ workers (including any agency or sub-contractor workers) on zero hours' contracts and whether or not the organisation intended to pay workers (including any agency or sub-contractor workers) the Living Wage. The response to these questions were for information only and were not scored, however, the due diligence process enabled responses to be verified and queried with potential providers. The tender also sought confirmation that Fair Work practice was embedded in the organisation. This was not evaluated but evidence was required as part of submissions.
- 4.12 The Competitive Procedure with Negotiation, allowed for Evaluators to do further due diligence (gap analysis) on the bids. This feedback was given to the providers as part of the negotiation. All bidders were allowed the opportunity to fine-tune their bid and re-submit. The aim of the process was to support providers to improve

which in turn should ensure a higher quality service and allow the opportunity for negotiation.

- 4.13 The Evaluation process continued throughout COVID-19 measures, with input from members of the Health and Social Care Partnership, EVOC, and Council Officers.
- 4.14 All providers were assessed as meeting the minimum quality threshold and the price was based on the annual budget of providing the service as detailed within the specifications and their bids. A Fair Work Practice statement was required from all providers. A breakdown of scoring can be found in Appendix |Two.
- 4.15 The designated Contract Manager for the Edinburgh Health and Social Care Partnership will be responsible for monitoring delivery and reporting of Community Benefits by the individual providers. Appendix Three sets out the providers and contracts.

## **5. Next Steps**

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- 5.1 Subject to approval, the services will commence from 1 December 2020, and will allow the Council and Edinburgh Health and Social Care Partnership to meet its obligations with regards to providing Mental Health Services to citizens within the City of Edinburgh.
- 5.2 All potential providers have been kept in communication throughout the procurement process and are aware that award of contract and contract start dates are dependent upon committee approval.

## **6. Financial impact**

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- 6.1 The providers have agreed to a fixed pricing structure for a minimum of 3 years, any uplift to yearly costs must be negotiated and agreed with authorised Council Representatives and be in line with yearly CPI rates. There will be an expectation of open book accounting for this process with a full explanation offered for any proposed increase.
- 6.2 The proposals from all providers are within the agreed budget, with a small saving of £133,206 throughout the term of the contracts.
- 6.3 Financial assessments have been completed for all providers. All providers passed the financial assessment, however there will be close financial monitoring throughout the term of the contract and providers will be added onto the Financial Assessments Monitoring Log.
- 6.4 A number of suppliers have been recommended to deliver on multiple lots, the financial risks associated with such, for both providers, the Council and service users were analysed alongside a number of mitigating factors and competing risks. In order to mitigate any unnecessary financial risk to suppliers, additional financial due

diligence was undertaken, and stringent monitoring will be in place throughout the term of the contract.

- 6.5 A number of providers bring added value to these contracts. For example, premises and service provision funded by different funding bodies which complement these commissioned services. Please refer to Appendix Four for a breakdown of this.
- 6.6 The tender exercise met procurement outcomes of encouraging providers to work together to provide cohesive, easily accessible services for citizens.
- 6.7 The contract term of up to a possible 8 years provides long-term security for providers of all sizes and ensures the sustainability of support services. The aim of the specifications is to work with providers, to ensure continuous improvement which allows the services to meet changing needs and demands throughout the contract term.
- 6.8 The costs associated with procuring this contract are estimated to be between £20,001 and £35,000.

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

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- 7.1 A large-scale market shaping exercise was undertaken to ensure the new funding from the Scottish Government and the current funding would be used to efficiently reach the greatest volume of service users, meet their needs and reduce waiting times. Consultation with people with lived experience and partner organisations was undertaken through different mechanisms such as, steering groups, feedback and the Living Well UK supported Design Group. Design Group membership was drawn from the 3<sup>rd</sup> sector, health and Social Care practitioners, people with lived experience and carers. A multi- professional and multi- agency Core Group have overseen the coproduction and the procurement process, meeting on a monthly basis.
- 7.2 A new role of “Thrive Animators” has been created, this comprises key individuals from a range of backgrounds and experiences who will be the cultural carriers for the values, ethos and practice model to be delivered.
- 7.3 A recurring theme throughout the market shaping exercises was concern from smaller providers in regard to their equity of access to tender. This was taken into consideration and mitigated as far as possible through smaller lot sizes, use of a negotiated procedure and encouraging partnership bids. Of the 16 organisations who bid, either individually or through partnership arrangements, 10 organisations are SMEs. For further detail on initial stakeholder engagement please see Section 4 – Main Report.
- 7.4 All successful organisations have committed to provide Community Benefits throughout the lifetime of the Contract. As part of the negotiation with providers, it was agreed that during the initial contract kick off meetings, that all providers collectively would discuss and agree the Community Benefits on an annual basis. The aim of this was to reduce duplication and ensure focus on achieving community

benefits that were relevant. This will be managed and monitored by the designated Contracts Officer for the Edinburgh Health and Social Care Partnership.

- 7.5 No significant environmental impacts are expected to arise from this contract. The success of these contracts will be measurable against Key Performance Indicators which are detailed within the specifications. In addition, there is an external independent evaluation being undertaken by Cordiss Bright as part of the Living Well Programme.
- 7.6 An Integrated Impact Assessment was completed, and all recommendations were addressed throughout the tendering process.

## **8. COVID-19**

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- 8.1 All providers have addressed COVID-19, as part of their business continuity plan, confirming how services will continue under new measures provided by the Scottish Government. These measures will continue to be monitored throughout the life time of the contracts, to ensure that support and the delivery of interventions are continued in other agile formats, when required.
- 8.2 Variation clauses are included in the new service specifications, which not only acknowledges changes and impact of legislation on the services but allows for changes to be made to services (in agreement with providers) which will be of benefit to service users and improves outcomes.

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

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- 9.1 Edinburgh Thrive Adult Health and Social Care Commissioning Plan  
[https://assets.website-files.com/5e9c71b09aae7e6c3cb9b761/5edfaa107e9224524eb77a69\\_Thrive%20Adult%20%20Health%20and%20Social%20Care%20Commissioning%20%20Plan.pdf](https://assets.website-files.com/5e9c71b09aae7e6c3cb9b761/5edfaa107e9224524eb77a69_Thrive%20Adult%20%20Health%20and%20Social%20Care%20Commissioning%20%20Plan.pdf).
- 9.2 Integrated Impact Assessment  
<https://www.edinburghthrive.com/>

## **10. Appendices**

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- Appendix 1 – Summary of Tendering and Tender Evaluation Processes
- Appendix 2 - Ranking
- Appendix 3 - Contract Awards by Organisation
- Appendix 4 - Added Value Offered

## Appendix One – Summary of Tendering and Tender Evaluation Processes

<b>Contract</b>	<b>CT0562 Edinburgh Thrive “Get Help When Needed”</b>	
Contract Period	5 years with the option to extend for a further 3 years	
Estimated Total Contract Value (including extensions)	£20,762,794 with a saving of £133,206 across the 8 years against the maximum budget of £20,880,000.	
Procurement Route Chosen	Competitive Procedure with Negotiation with Light Touch regime applied.	
Contracts to be Awarded	15	
Price / Quality Split	<b>Quality 80</b>	<b>Price 20</b>
	<b>Criteria</b>	<b>Weighting (%)</b>
Evaluation Criterion and Weightings – <b>LOT 1 (a, b, c, d)</b>  <b>Please note that this lot was split into localities.</b>	A single point of access for mental health support in each locality	20%
	Working as part of multi-disciplinary team that works in partnership with statutory services and support	20%
	Holding Thrive Conversations and developing Thrive Plans with people	15%
	Connecting people to Thrive Collective, Thrive Community, and specialist services	15%
	Management and Staffing	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%

Evaluation Criterion and Weightings – <b>LOT 2 (a, b ,c ,d)</b> <b>Please note that this lot was split into localities</b>	Provide a range of emotional, psychological and social support.	25%
	Delivering to the needs of the population	25%
	Working to a joint set of values	10%
	A joined-up network of support	10%
	Management and Staffing	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%
Evaluation Criterion and Weightings – <b>LOT 3</b>	A place to connect with others	25%
	Providing meaningful and purposeful ways for people to connect	25%
	Working to a joint set of values	10%
	A joined-up network of support	10%
	Management and Staffing	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%
Evaluation Criterion and Weightings – <b>LOT 4</b>	Greenspaces: Opportunities to explore and feel the benefits of greenspace	25%

	Physical Activity: Opportunities to improve physical health and connect with others through physical activity	25%
	Working to a joint set of values.	10%
	A joined-up network of support	10%
	Management and Staffing	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%
Evaluation Criterion and Weightings – <b>LOT 5</b>	'Out of Sight, Out of Mind'	30%
	Participation in Scottish Mental Health Arts Festival	20%
	Working to a joint set of values.	10%
	A joined-up network of support	10%
	Management and Staffing	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%
Evaluation Criterion and Weightings – <b>LOT 6</b>	Development of community of practise for peer work in the city	30%
	Measuring the outcomes of peer support	20%
	Working to a joint set of values.	10%
	A joined-up network of support	10%
	Management and Staffing	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%



	Zero Hours Contracts & The Living Wage	0%
Evaluation Criterion and Weightings – <b>LOT 7</b>	Service user led research: Making it happen and Sharing	30%
	Participation and Engagement	20%
	Working to a joint set of values.	10%
	A joined-up network of support	10%
	Management, Staffing, Implementation	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%
Evaluation Criterion and Weightings – <b>Lot 8 &amp; Lot 9</b>	Increase the support available to carers	30%
	Participation and Engagement	20%
	Working to a joint set of values.	10%
	A joined up network of support	10%
	Management and Staffing	10%
	Implementation Plan	10%
	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%
	The Support/Self Help/Self Management Group	30%
	Innovation and New Practice	20%
	Working to a joint set of values.	10%
	A joined up network of support	10%
	Management and Staffing	10%
Implementation Plan	10%	

	Data Protection	0%
	Business Continuity	5%
	Community Benefits	5%
	Zero Hours Contracts & The Living Wage	0%

## Appendix Two – Ranking

### Lot 1 a) – Thrive Welcome Teams

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
Connect Partnership Lot 1A	51	20	71	1

### Lot 1b) – Thrive Welcome Teams

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
Connect Partnership Lot 1B	51	20	71	1

### Lot 1c) – Thrive Welcome Teams

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
SAMH/SPACE Lot 1C	73	19.6	92.6	1
Provider 2	51	20	71	2

### Lot 1d) – Thrive Welcome Teams

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
Connect Partnership Lot 1d	51	20	71	1

### Lot 2 a) – Thrive Locality Welcome Teams

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
Connect Partnership	80	19.99	99.99	1
Provider 2	55	20	75	2

Lot 2b)

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
Connect Partnership	80	13.46	93.46	1
Provider 2	37	20	57	2

Lot 2c)

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
Connect Partnership	80	20	100	1

Lot 2d)

Supplier	Quality Score 80/100	Cost score 20/100	100% of Tender to Final Score	Rank
Connect Partnership	80	20	100	1
Provider 2	71	19.4	90.4	2

Lot 3

Supplier	Quality Score 80/100	Cost Score 20/100	100% of Tender to Final Score	Rank
Thriving Spaces	79	2.28	81.28	1
Provider 2	74	5.88	79.88	2
Provider 3	44	20	64.00	3

Lot 4 –

Supplier	Quality Score 80/100	Cost Score 20/100	100% of Tender to Final Score	Rank
Edinburgh Leisure and Edinburgh Lothian Greenspaces Trust, Cyrenians and SAMH	71.2	20.00	91.2	1

Lot 5

Supplier	Quality Score 80/100	Cost Score 20/100	100% of Tender to Final Score	Rank
CAPS	78	20	98	1

Lot 6

Supplier	Quality Score 80/100	Cost Score 20/100	100% of Tender to Final Score	Rank
PWCOP Partnership	75	20.00	95	1
Supplier 2	63	19.89	82.89	2

Lot 7

Supplier	Quality Score 80/100	Cost Score 20/100	100% of Tender to Final Score	Rank
CAPS	74.2	17.66	91.86	1

Lot 8

Supplier	Quality Score 80/100	Cost Score 20/100	100% of Tender to Final Score	Rank
VOCAL	70	20	90	1

Lot 9

Supplier	Quality Score 80/100	Cost Score 20/100	100% of Tender to Final Score	Rank
Media Education CiC	72.4	20	92.4	1

## Appendix Three - Contract Awards

Lot	Descriptor	Provider (s)	Annual Value £
1a	North West Thrive Welcome Team	Health in Mind, Penumbra, Support in Mind	219,193
1b	North East Thrive Welcome Team	Health in Mind, Penumbra, Support in Mind	216,754
1c	South West Thrive Welcome Team	Thriving South West Partnership – SAMH and Broomhouse Centre at Space	222,000
1d	South East Welcome Team	Health in Mind, Penumbra, Support in Mind	216,754
2a	North West Thrive Locality Team	Connect Partnership – Health in Mind, Penumbra and Support in Mind	182,796
2b	North East Thrive Locality Team	Connect Partnership – Health in Mind, Penumbra and Support in Mind	182,891
2c	South West Thrive Locality Team	Connect Partnership – Health in Mind, Penumbra and Support in Mind	182,589
2d	South East Thrive Locality Team	Connect Partnership – Health in Mind, Penumbra and Support in Mind	182,648
3	Places and Spaces	Thriving Spaces Partnership - Support in Mind, SAMH, Barony Contact Point	539,904
4	Physical Activity and Green Spaces	The Thrive Physical Activity and Greenspace Collective - Edinburgh Leisure, Edinburgh and Lothian Green Space Trust, Cyrenians, SAMH	250,000
5	Arts and Creativity	CAPS	64,569
6	Thrive Peer Development	Peer Work Community of Practice Partnership – Health in Mind and CAPS	49,547
7	Thrive Service User led Research	CAPS	29,096
8	Thrive Carers	VOCAL	32,000
9	Thrive Service User led Support Groups	Media Education	25,904
			2,596,645

## Appendix Four – Added Value

Providers	Added Value offered over life time of Contracts
Lot 1 & 2	<b>£1,056,422</b>
Connect Partnership	<p>Health in Mind, Penumbra and Support in Mind Scotland are bidding as a collaborative partnership across Lot 1 and Lot 2 (Connect Partnership). This partnership adds value in the following ways:</p> <ul style="list-style-type: none"> <li>• Partnership organisations have good reputations and offer good terms and conditions therefore attract high quality, highly experienced staff. Staff turnover rates within Health in Mind, Penumbra and Support in Mind Scotland are below industry average. Annual value: <b>£24,000</b></li> <li>• The Partnership will involve over 45,350 volunteer hours per year and based on Scottish Living Wage equates to annual value of <b>£421,755</b>.</li> <li>• The Partnership involves on average 12 students on placement each year. We provide high quality, well supervised placements. Annual value: <b>£24,000</b></li> <li>• Reducing the number of providers the HSCP has to liaise with, thus saving HSCP time and people hours to manage the contract. Approximate annual value: <b>£50,000</b></li> <li>• Offering innovative, creative solutions to improve both systems and personal outcomes for people using services. Based on evidence from Lambeth Living Well: £3.3m per annum divided by 8 lots <b>£416,667</b></li> <li>• Organisations are also funded to provide support in Edinburgh through a variety of other sources: Health and Social Care Alliance, Edinburgh HSCP Third Sector Grants, NHS Lothian</li> <li>• Partners actively fundraise and generate unrestricted income into their organisations. Annual projected income <b>£90,000</b></li> <li>• Support in Mind Scotland are Lothian Buses Charity of the Year for 2020 – 202. Annual value <b>£30,000</b></li> </ul> <p>The partnership also adds value through sharing skills and knowledge e.g. IT and phone purchasing, shared training.</p>
Lot 1C	<b>£30,000</b>
SAMH & SPACE Partnership	We will use our strategic and national partnerships with SportScotland and Mind UK to look at best practice and policy across a range of priority areas and embed this across the Welcome team. This will include research, impact of physical activity, evolving and evaluate programmes.
Lot 3	<b>£81,905</b>
Thriving Spaces Partnership	<p>Funding of SAMH capital projects within Redhall have been supported by external funding and sales of plants to members of the public. <b>£12,000</b></p> <p>SAMH have 25 volunteers supporting 4 key open days and other events. They provide a total of 700hr of support based on SLW <b>£6500</b></p> <p>Small grant funding for Scottish Mental Health Arts Festival from CATS Advocacy to provide exhibition materials. Generation of income through fundraising, including the sale of artwork. <b>£800</b></p> <p>Support in Mind Scotland will involve over 2350 hours per year for volunteering and based on Scottish Living Wage <b>£21,855</b></p> <p>Support in Mind Scotland involves on average 4 students on placement per year. We provide high quality well supervised placements Annual Value <b>£8000</b></p> <p>Support in Mind Scotland are Lothian Buses charity of the year for 2020-2021 Annual Value <b>£30,000</b></p> <p>Support in Mind Scotland's corporate partner Lloyds Banking Group provide specialist management mentoring Annual Value <b>£2750</b></p>

Lot 4	<b>£1,103,684</b>
Edinburgh Leisure, ELGT, Cyrenians, SAMH Redhall partnership	EL contributes an additional £23,684 to the contract. Healthy Active Minds participants receive EL 6-month membership pass valued at £150 per person £1,080,000
Lot 5	<b>£4,000</b>
CAPS	This proposal benefits from the work of CAPS Volunteer Co-ordinator which is separately funded by NHS Lothian through the Lothian wide experience led collective advocacy projects. She will recruit, support, mentor and supervise the invaluable assistance that volunteers bring to this project. £ 4,000
Total	<b>£2,246,011</b>



# Policy and Sustainability Committee

10:00am, Thursday, 6 August 2020

## Domestic Abuse Policy Development 2019-2020

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 This report is in response to a motion from Councillor Watt and contains no recommendations.

**Alistair Gaw**

Executive Director for Communities and Families

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## Domestic Abuse Policy Development 2019-2020

### 2. Executive Summary

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- 2.1 This report was requested by the Policy and Sustainability Committee to summarise the specific policies that have been put in place by the City of Edinburgh Council, during the year to 31 March 2020, that seek to prevent gender inequalities and improve the Council's support for survivors of gender-based violence.

### 3. Background

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- 3.1 There have been three major policy developments in the Council over the 2019-2020 period addressing domestic abuse – the Domestic Abuse Policy; the Domestic Abuse Housing Policy and the procurement system for commissioned services supporting survivors of domestic abuse.

### 4. Main report

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- 4.1 The Domestic Abuse Policy was approved by committee in October 2019. The Policy outlines the Council's approach to managing and supporting both victims of gender-based violence as well as perpetrators of such violence.
- 4.2 The Policy seeks to provide information, support, and guidance for colleagues when a disclosure of domestic abuse is received. To help all employees understand the signs of domestic abuse and what help and support can be offered and sourced. The Policy also seeks to encourage perpetrators to address their behaviour and acknowledge the impact of their actions on others.
- 4.3 The Domestic Abuse Housing Policy was approved by committee in May 2020. The Policy supports Edinburgh's approach to domestic abuse as outlined in the Domestic Abuse Strategy and Action Plan (including adoption of the gender-based violence approach).
- 4.4 The Policy supports early intervention and aims to avoid victims/survivors of domestic abuse going down the homeless route wherever possible.

- 4.5 The main premise of the policy is that victims/survivors of domestic abuse should have choices regarding their housing situation.
- 4.6 The Domestic Abuse Housing Policy also outlined the issue that at present, it is not possible to evict a perpetrator of domestic abuse from a Scottish Secure Tenancy where the tenancy is in joint names; this was identified as something that needed to be challenged with Scottish Government, and a motion was raised for the Council Leader to write to Scottish Government asking that the current legislation be reviewed, to allow social landlords to evict perpetrators of domestic abuse.
- 4.7 The 10 current contracts for services for women and children who have experienced domestic abuse were extended to 31 March 2021.
- 4.8 The Council work with both Shakti Women's Aid and Sacro to provide services specifically for BAME women and children affected by gender-based violence.
- 4.9 During the second year of these contracts, the commissioned service providers supported 871 women and 270 children – a total of 1141 people receiving support over 12 months. This included people who were supported by more than one service at the same time, or transferring between services as their needs changed, or other services became available e.g. refuge spaces. This shows the cooperation between services to support women through joint working and a partnership approach.
- 4.10 The average duration of support has increased showing that people are being supported for longer, which reduces the staff capacity available for new cases and therefore the populations supported have reduced yet demand for such support remains high.
- 4.11 The three most common support needs addressed with women were Safety, Accommodation and Empowerment & Self-Esteem.
- 4.12 A Single Shared Assessment has been designed to be completed with a person when they first engage with a service – this is then shared with any additional services they access to save repetition and alleviate retraumatizing the individual.

## **5. Next Steps**

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- 5.1 This report is submitted to committee for information and review.

## **6. Financial impact**

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- 6.1 This report is for information on existing Council Policy and activity and has no new financial impact.

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

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- 7.1 This report is for information on existing Council Policy and activity and has no new stakeholder or community impact.

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

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- 8.1 [Domestic Abuse Policy](#)
- 8.2 [Domestic Abuse Housing Policy](#)
- 8.3 [Domestic Abuse Strategy and Improvement Plan](#)

## **9. Appendices**

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- 9.1 None.