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Notice of meeting and agenda

Policy and Sustainability Committee

10.00 am Tuesday, 6th October, 2020

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the live webcast on the Council's website.

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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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1. Order of Business

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

2. Declaration of Interests

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

3. Deputations

3.1 If any

4. Minutes

4.1 Minute of the Policy and Sustainability Committee of 20 August 2020 – submitted for approval as a correct record

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5. Forward Planning

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7. Executive Decisions

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7.7	Appointments to Working Groups 2020/2021 – Report by the Chief Executive	303 - 316
7.8	Re-opening of Public Conveniences – Report by the Executive Director of Place	317 - 332
7.9	Digital and Smart City Strategy – Report by the Executive Director of Resources	333 - 368
7.10	Employee Exit Arrangements – Report by the Executive Director of Resources	369 - 372
7.11	Enterprise Risk Management Policy – Report by the Executive Director of Resources	373 - 390
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7.13	Gender Pay Gap – Report by the Executive Director of Resources	405 - 414
7.14	Diversity and Inclusion Strategy Update – Report by the Executive Director of Resources	415 - 420

8. Routine Decisions

8.1	Council Response to the Scottish Parliament's Call for Views on the Heat Networks (Scotland) Bill – Report by the Chief Executive	421 - 432
8.2	Concurrent Risks Resilience Planning – Report by the Chief Executive	433 - 440
8.3	West Edinburgh Update – Report by the Executive Director of Place	441 - 520
	(Note: Ward Councillors Bridgman, Brown, Bruce, Dixon, Fullerton, Graczyk, Henderson, Lang, Work and Young are called for this item)	
8.4	Recycling and Waste Collection in Schools – Report by the Executive Director of Place, the Executive Director of Resources	521 - 530
8.5	Policies - Assurance Statement - Legal and Risk – Report by the Executive Director of Resources	531 - 538
8.6	Edinburgh's Christmas and Edinburgh's Hogmanay – Contract Terms and Open Book Audit – Report by the Executive Director of Place	539 - 628
	(Note: Ward Councillors Doran, Miller and Mowat, and Councillor Jim Campbell for special interest, are called for this item)	
8.7	Response to Council Motion on Whistleblowing Culture – Report by the Chief Executive	629 - 636

9. Motions

- **9.1** By Councillor Whyte Whistleblowing Culture (referred from the City of Edinburgh Council, 17 September 2020)
 - "1) Council notes with concern the recent media reports about the sudden death of a Council employee who had been suspended and was under investigation by the Council and

- Police over serious criminal allegations.
- 2) Council further notes that media reports allege that complaints about the employee's behaviour date back over a number of years and that this behaviour was raised with the Council in the past. It is not clear to the public whether, or how, these matters were addressed.
- Council notes that, since its introduction in 2014 the current whistleblowing process has improved matters with independent oversight from Safecall and the Governance, Risk and Best Value Committee being key contributors, but that there have been concerns raised historically in relation to pre-2014 whistleblowing and conduct inquiries into matters such as the statutory notices scandal, the matters examined by the Edinburgh Tram Inquiry, various investigations resulting in reports to Council detailing historic maladministration and the circumstances which led to the dismissal of the head teacher at Castlebrae High School. Many of these matters are still subject to Public Inquiry or Court proceedings.
- 4) Council expresses concern that current circumstances are potentially an indication of a negative culture which it was hoped was wholly historic in nature.
- 5) Council notes that an investigation has been commissioned by Council officers into the matters relating to the activities of the Council's former staff member and related activities, working with the Police as appropriate, potentially involving independent input, and that this will report back to the Chief Executive in due course.
- 6) Council recognises the confidentiality and sensitivity of the investigation and requests the Chief Executive to report back to Council on the outcome and any recommendations in due course and in the meantime to keep the Group Leaders updated on progress.
- 7) Council agrees the prime importance of ensuring confidence in its approach to whistleblowing, corruption and criminal wrongdoing, and notes that addressing the culture contributing to any such failings is crucial.
- 8) Council therefore agrees to instruct an independent Inquiry

- into the culture that developed that allowed this situation to exist within, to determine whether it continues to persist today and to report on any recommendations for change. The Inquiry will be led by a senior person with appropriate experience such as a QC or former senior Police officer.
- 9) The Inquiry should proceed at the earliest appropriate opportunity, taking account of internal processes, legal proceedings and Police investigations and recognising that some of these may have to conclude before this wider cultural inquiry begins. The remit will be decided independently of the staffing structure of the Council and agreed by Group Leaders in consultation with the independent person identified to lead the Inquiry. It should specifically include the Council's approach to the "avoidance of reputational damage" and whether this or any other aspects of culture within the Council has been a contributory factor in not fully identifying or addressing any potential wrongdoing."

Laurence Rockey

Head of Strategy and Communications

Committee Members

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

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

If you have any questions about the agenda or meeting arrangements, please contact Jamie Macrae/Sarah Stirling, 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 3009, email jamie.macrae@edinburgh.gov.uk / sarah.stirling@edinburgh.gov.uk.

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Minutes

Policy and Sustainability Committee

10.00 am, Thursday 20 August 2020

Present

Councillors McVey (Convener), Day (Vice-Convener), Aldridge, Kate Campbell, Doran (substituting for Councillor Wilson), Fullerton (substituting for Councillor Rankin – items 13-17), Gardiner, Gloyer, Hutchison, Key (Substituting for Councillor Rankin – items 1-12), Lang (substituting for Councillor Gloyer – items 12-17) Johnston (substituting for Councillor Cook – items 1-11), Macinnes, Burgess (substituting for Councillor Main), Mitchell (substituting for Councillor McLellan), Perry, Smith (substituting for Councillor Cook – items 12-17), Staniforth, Webber and Whyte.

1. Minutes

Decision

To approve the minute of the Policy and Sustainability Committee of 6 August 2020 as a correct record.

2. Policy and Sustainability Committee Work Programme

The Policy and Sustainability Committee Work Programme for 6 August 2020 was presented.

Decision

- 1) To note the work programme.
- 2) To agree that Committee Services would issue diary invites for Agenda Planning Meetings and all Committees as soon as possible.

(Reference – Work Programme 20 August 2020, submitted.)

3. Policy and Sustainability Committee Rolling Actions Log

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

Decision

- 1) To agree to close the following actions:
 - Action 7 City of Edinburgh Council Motions by Councillors Staniforth and Gordon Fireworks and Fireworks Legislation
 - Action 16 Creating Safe spaces for Walking and Cycling



- Action 17(3) Decisions Taken Under Delegated Power and Operational Decision Making – Covid-19
- Action 22(1&2) Schools Re-Opening Update
- Action 25 City of Edinburgh Council Motion by Councillor Cameron -Impact of Covid-19 on Equalities in Edinburgh
- Action 27 City of Edinburgh Council Motion by Councillor Lezley Marion Cameron – Liberton Primary School
- Action 29 Community Centres Re-Opening
- Action 31(2) Transport Infrastructure Investment Capital Deliver for Priorities for 2020/21
- Action 39 Spaces for People Initiative Motion by Councillor Macinnes
- Action 40 Response to Motion on Black Lives Matter
- Action 45 Concept Masterplan for Waverley Station
- Action 36 Revenue Budget 2020/21 Update
- Action 26 City of Edinburgh Council Motion by Councillor Rust Engagement with Employees
- 2) To note that expected completion date for **Action 21** Adaptation and Renewal Programme Update would be updated to September 2020.
- To note that Action 13 Neighbourhood Alliance Grant Funding Payment would go to Housing, Homelessness and Fairwork Committee in November rather than September.
- 4) To note that a briefing note relating to **Action 33** Adaptation and Renewal Programme Update would be circulated week commencing 24 August.
- 5) To otherwise note the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted.)

4. Adaptation and Renewal Programme Update

As agreed at the Policy and Sustainably Committee on 28 May 2020, the Adaptation and Renewal Programme would provide regular committee updates. This update was the fourth report to Committee on progress and covered decisions taken in period 16 July to 13 August 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 16 July 2020 to 13 August 2020 outlined at Appendix 2 of the report.

- 3) To note the overall programme update and further indicative dates for Phase 3 outlined in Appendix 3 of the report.
- 4) To agree to provide details of when the leaflet was designed and printed with reference to D181.
- 5) To agree to provide a briefing note on the traffic data at Morningside Station.
- To agree to circulate the briefing on what the plan was for the flu vaccination in the City of Edinburgh which included the timeline for public engagement and public announcement of the plan.
- 7) To note that the Executive Director for Communities and Families wold liaise with the Chief Social Work Officer regarding adult protection concerns referrals and would provide further information to Committee if required.

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

5. Annual Performance 2019/20

Details were provided on the Council's service performance which continued to measure performance with numerical indicators but also provided members and citizens with a more rounded and wider view of service area performance in 2019/20.

Motion

- 1) To note the annual performance report for the 2019/20 financial year.
- 2) To refer the annual performance report to the City of Edinburgh Council on 25 August.
- 3) To note that the development of a revised performance framework was underway as part of the A&R programme and the development of a revised Council Business Plan.
- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

To add to the motion:

To note that the Council had been assessed for its regular Best Value Report this year and was awaiting the final Report and requested that the Chief Executive made inquiries as to when we should expect the findings and that these were incorporated into the development of the revised performance framework and a Best Value Improvement Plan that sought to address areas of Council service where performance improvement was required

- moved by Councillor Whyte, seconded by Councillor Johnston

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

Amendment 2

To add to the motion:

- 1) To note with serious concern that 27 of the Council's performance indicators showed that performance had declined in the last year and that significant performance challenges remained across the Council.
- 2) To further note that there were 18 council performance areas for which performance was greater than 5% behind the required target or trend and were flagged as having 'Red' status and also 15 areas for which performance was behind target or trend and were flagged as having 'Amber' status.
- To request that a briefing note was circulated to Councillors prior to the Full Council meeting on 25 August 2020 at which this report would be further considered, detailing what plans were in place for each one of these areas to improve performance to within target levels, the expected date for achieving the target or trend and indicating who was the responsible officer.
- 4) To further note that following the Council's decision to adopt a net zero by 2030 target last year, the target for carbon emission reduction of 42% by 2020 had been superseded and was required to be updated.
- 5) To therefore request that revised targets for emissions reduction, specifying the annual increments required to achieve net zero by 2030, were brought forward as a matter of urgency.
- moved by Councillor Burgess, seconded by Councillor Mary Staniforth In accordance with Standing Order 19(12), the amendment paragraphs 1, 2, 3 and 5 were accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the annual performance report for the 2019/20 financial year.
- 2) To refer the annual performance report to the City of Edinburgh Council on 25 August.
- 3) To note that the development of a revised performance framework was underway as part of the A&R programme and the development of a revised Council Business Plan.
- 4) To note that the Council had been assessed for its regular Best Value Report this year and was awaiting the final Report and requested that the Chief Executive made inquiries as to when we should expect the findings and that these were incorporated into the development of the revised performance framework and a Best Value Improvement Plan that sought to address areas of Council service where performance improvement was required.
- 5) To note with serious concern that 27 of the Council's performance indicators showed that performance had declined in the last year and that significant performance challenges remained across the Council.
- To further note that there were 18 council performance areas for which performance was greater than 5% behind the required target or trend and were

- flagged as having 'Red' status and also 15 areas for which performance was behind target or trend and were flagged as having 'Amber' status.
- To request that a briefing note was circulated to Councillors prior to the Full Council meeting on 25 August 2020 at which this report would be further considered, detailing what plans were in place for each one of these areas to improve performance to within target levels, the expected date for achieving the target or trend and indicating who was the responsible officer.
- 8) To therefore request that revised targets for emissions reduction, specifying the annual increments required to achieve net zero by 2030, were brought forward as a matter of urgency.

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

6. Coalition Commitments Progress Update – August 2020

The Council had approved its business plan (A Programme for the Capital: The City of Edinburgh Council's Business Plan 2017-22) in August 2017. The plan had been built around 52 commitments the Council Administration had pledged to deliver over five years.

Details were provided on the progress of the plan against the 52 Coalition Commitments in the third year of the Administration.

Motion

- To note the progress at August 2020 on delivering the 52 Coalition
 Commitments that the Council had committed to deliver by end 2022 (Appendix A of the report).
- 2) To note the steps that would be taken in 2020/21 to progress delivery of the commitments.
- 3) To refer the Coalition Commitments progress update report to the City of Edinburgh Council for consideration on 25 August 2020.
- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

To refer simpliciter to Full Council for discussion.

- moved by Councillor Whyte, seconded by Councillor Johnston

Amendment 2

- 1) To note the progress at August 2020 on delivering the 52 coalition commitments that the Council had committed to deliver by end 2022 (Appendix A of the report).
- To note the steps that would be taken in 2020/21 to progress delivery of the commitments.
- 3) To refer the Coalition Commitments progress update report to the City of Edinburgh Council for consideration on 25 August 2020.

- 4) To note that the use of the term "partially achieved" was so all-encompassing as to be misleading, examples included (but not limited to):
 - Devolution of powers to Locality Committees being listed as "partially achieved" when the Coalition decided to abolish those committees in 2019
 - Street cleanliness being listed as "partially achieved" when fly-tipping was up, street cleanliness was below target and free bulk waste pick up had not been introduced.
- To note the generous use of "fully achieved" against items such as "fair rent zones" when, disappointingly, no Rent Pressure Zone had happened and the Fair Rents (Scotland) Bill was not being progressed in Parliament; and warmly welcomed the prospect of both a Transient Visitor Levy and Workplace Parking Levy, but considered their labelling as "fully achieved" to be premature.
- To note a reluctance to use the "will not be achieved" category, for example, for the regrettable decline in recycling rate to 41% against a target of 60%; and the participatory budgeting percentage falling to 0 against a target of 1%.
- To recognise that the annual commitments report appeared increasingly dated in the context of the twin strategic imperatives of navigating through the coronavirus crisis and the need to deliver on the Council's net zero carbon commitment by 2030; and therefore considered the emerging priorities within a Green Recovery programme had far greater salience than commitments entered into in a very different context; therefore further believed that the Coalition should urgently refresh its commitments.
- moved by Councillor Staniforth, seconded by Councillor Burgess

Voting

First Vote

The voting was as follows:

For the Motion - 8 votes
For Amendment 1 - 7 votes
For Amendment 2 - 2 votes

(For the Motion: Councillors Campbell, Day, Gardiner, Key, Macinnes, McVey, Perry and Doran.

For Amendment 1: Councillors Aldridge, Gloyer, Hutchison, Johnston, Mitchell, Webber and Whyte.

For Amendment 2: Councillors Burgess and Stanifrorth.)

There being no overall majority, Amendment 2 fell and a second vote was taken between the Motion and Amendment 1.

Second Vote

The voting was as follows:

For the Motion - 8 votes

For Amendment 1 - 7 votes

(For the Motion: Councillors Campbell, Day, Gardiner, Key, Macinnes, McVey, Perry and Doran.

For Amendment 1: Councillors Aldridge, Gloyer, Hutchison, Johnston, Mitchell, Webber and Whyte

Abstentions: Councillors Burgess and Staniforth)

Decision

To approve the motion by Councillor McVey.

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

7. Local Government Benchmarking Framework 2018/19 – Edinburgh Overview

An overview analysis of the 2018/19 benchmarking data provided by the Scottish Local Government Benchmarking Framework (LGBF) was provided.

Motion

To note the report setting out the detailed analysis of the Scottish Local Government Benchmarking Framework (LGBF) benchmarking framework dataset for the 18/19 financial year.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

To request a further report setting out a wider review of the data available to seek and implement best practice examples from colleague Councils (not limited to Scotland) and foster a new continuous improvement culture within the Council.

- moved by Councillor Whyte, seconded by Councillor Johnston

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

Decision

To approve the following adjusted motion by Councillor McVey:

- To note the report setting out the detailed analysis of the Scottish Local Government Benchmarking Framework (LGBF) benchmarking framework dataset for the 18/19 financial year.
- To request a further report setting out a wider review of the data available to seek and implement best practice examples from colleague Councils (not limited to Scotland) and foster a new continuous improvement culture within the Council, and the scope of this report to be discussed at the APOG in order to clarify with officers how this would be brought forward.

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

8. Update on Liberton Primary School

In response to a motion by Councillor Cameron agreed at City of Edinburgh Council on 30 June 2020, an update setting out the timescale and progress made to date on the rebuilding and refurbishing of Liberton Primary School to a quality and Standard which met 2020 guidelines for class sizes and communal areas; and which also created the necessary additional space to accommodate continually rising school rolls was provided.

Motion

To note the City of Edinburgh Council Motion on the 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.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

To add to the motion:

To agree that further updates on the rebuilding and refurbishing of Liberton Primary School would be provided to the Education Children & Families Committee.

- moved by Councillor Burgess, seconded by Councillor Staniforth

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

Decision

The approve the following adjusted motion by Councillor McVey:

- To note the City of Edinburgh Council Motion on the 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.
- 2) To agree that further updates on the rebuilding and refurbishing of Liberton Primary School would be provided to the Education Children & Families committee.

(References – Act of Edinburgh Council (No 19), 30 June 2020; report by the Executive Director for Communities and Families, submitted.)

9. Resumption of Youth Work Services

In response to the Covid-19 pandemic, the Council took the decision to close all nonessential buildings, including all centres and venues offering youth work. The challenges, risks and considerations which needed to be taken into account in resuming youth work services were provided. Further details on the plans for future CEC youth work services, including indoor activity, would be included in the wider action plans to emerge from the Adaptation and Renewal workstream on Operations and Services were provided.

Decision

- 1) To note the youth work that had taken place under lockdown to date and the further work which was proposed.
- 2) To note the approach being adopted to resume safely City of Edinburgh Council youth work in outdoor spaces.
- 3) To approve that further details on the resumption and prioritisation of wider youth work services were included in the action plans which would emerge from the Adaptation and Renewal workstream on Operations and Services.
- 4) To note that preparations were underway for the resumption of indoor youth work once the Scottish Government Guidance permitted this.
- 5) To note that the Policy and Sustainability Committee had agreed that access to community centres for resources to support detached youth work provision, i.e. non-building based, could be approved.
- 6) To note the work going on to encourage youth work in schools given its important role in the education recovery process.

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

10. Victoria Primary School, Newhaven Main St, Newhaven, Edinburgh EH6 4HY – Community Asset Transfer

Approval was sought to dispose of Victoria Primary School to Heart of Newhaven (HoN) on terms as specified in the Community Asset Transfer (CAT) request which were outlined in the report. The proposed sale was a Community Asset Transfer under Part Five of the Community Empowerment (Scotland) Act 2015.

Decision

To approve the disposal of Victoria Primary School to Heart of Newhaven (HoN) on the terms outlined in the report and on such other terms and conditions to be agreed by the Executive Director of Resources.

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

11. St Oswald's Hall, 41 Montpelier Park, Edinburgh EH10 4NH – Community Asset Transfer

a) Ward Councillors

In accordance with Standing Order 28.1, the Convener agreed to hear a presentation from Ward Councillor Watt in relation to the report on St Oswald's Hall, 41 Montpelier Park, Edinburgh EH10 4NH. Councillor Watt spoke in

support of the proposal and noted the proposal had support within the community.

b) Report by the Executive Director of Resources

Approval was sought to dispose of St Oswald's Hall, 41 Montpelier Park, Edinburgh to Bruntsfield St Oswald's Ltd on terms as specified in the Community Asset Transfer (CAT) request which were outlined in the report. The proposed sale was a Community Asset Transfer under Part Five of the Community Empowerment (Scotland) Act 2015.

Decision

To approve the disposal of St Oswald's Hall to Bruntsfield St Oswald's Ltd on the terms outlined in the report and on such other terms and conditions to be agreed by the Executive Director of Resources.

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

Declaration of Interests

Councillor Key declared a non-financial interest as the parent of children attended Bruntsfield Primary School.

12. 15a Pennywell Court and 15 Pennywell Court, Edinburgh, EH4 4TZ – Community Asset Transfer

Approval was sought to dispose of 15a Pennywell Court and part of 15 Pennywell Court to North Edinburgh Arts (NEA) on terms as specified in the Community Asset Transfer (CAT) request which were outlined in the report. The proposed sale was a Community Asset Transfer under Part Five of the Community Empowerment (Scotland) Act 2015.

Motion

- 1) To approve the disposal of 15a Pennywell Court to North Edinburgh Arts (NEA) on the terms outlined in 4.9 in the report and on such terms and conditions to be agreed by the Executive Director of Resources.
- To note the section outlined in the report as part of 15 Pennywell Court was currently occupied by part of the existing Library and would be a shared access space in the future designs and agree to retain this section of land in Council ownership.
- To note the Council's future interests in the wider regeneration proposals would be protected by a proposed Development Agreement with NEA should Committee agree to the Community Asset Transfer and requested that the Development Agreement would ensure that shared access mentioned in point 1.2 would be taken forward in partnership by the Council, taking forward with NEA to meet their access needs and any others relevant to the development of Macmillan Square.
- moved by Councillor McVey, seconded by Councillor Day

Amendment

- To approve the disposal of 15a Pennywell Court and part of 15 Pennywell Court to North Edinburgh Arts (NEA) on the terms outlined in the report and on such other terms and conditions to be agreed by the Executive Director of Resources
- 2) To note that the Council's future interests in the wider regeneration proposals would be protected by a proposed Development Agreement with NEA should Committee agree to the Community Asset Transfer.
- moved by Councillor Hutchison, seconded by Councillor Staniforth

Voting

The voting was as follows:

For the motion - 8 votes
For the amendment - 9 votes

(For the motion: Councillors McVey (Convener), Kate Campbell, Day, Key, Doran, Gardiner, Macinnes and Perry

For the amendment: Councillors Aldridge, Burgess, Gloyer, Hutchison, Johnston, Mitchell, Staniforth, Webber and Whyte.)

Decision

To approve the amendment by Councillor Hutchison.

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

13. Spaces for People Initiative – Response to Motion

In response to a motion by Councillor Macinnes, evidence was outlined from UK and international research which looked at the economic impact for high street businesses when walking and cycling was prioritised and provision for vehicles was reduced.

Motion

- To note UK and international evidence and case studies showing the beneficial economic impacts to businesses in high streets when space for walking and cycling was prioritised.
- 2) To note the relevance of this evidence to the Spaces for People initiative along with existing and emerging transport policy in the city.
- To note the ongoing commitment to engage with businesses and evaluate impacts from the Spaces for People programme to inform medium to longer term sustainable transport and public realm investment
- 4) To agree to provide an update to Committee on the work regarding Local Champion Networks.
- To agree to provide a briefing note regarding the Dublin specific example on the area of Dublin the study related to and details of the measures that had been put in place.

- moved by Councillor McVey, seconded by Councillor Day

Amendment

- 1) To note the report
- To note that the report failed to provide the balanced analysis called for the by the Conservative Group at the time of instigation
- 3) To call for improved consultation and engagement to be carried out regularly with businesses that took account of their comments and evidence of the real impact of the Spaces for People programme on business sustainability.
- 4) To call for the details on the evaluation methodology to be published and made available to members of the Policy and Sustainability Committee within one cycle.
- 5) To agree to provide an update to Committee on the work regarding Local Champion Networks.
- To agree to provide a briefing note regarding the Dublin specific example on the area of Dublin the study related to and details of the measures that had been put in place.
- moved by Councillor Webber, seconded by Councillor Mitchell

Voting

The voting was as follows:

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

(For the motion: Councillors McVey (Convener), Aldridge, Burgess, Kate Campbell, Day, Doran, Gardiner, Key, Lang, Macinnes, Perry and Staniforth.

For the amendment: Councillors, Hutchison, Mitchell, Smith, Webber and Whyte.)

Decision

To approve the motion by Councillor McVey.

(References – Policy and Sustainability Committee of 23 July 2020 (item 19); report by the Executive Director of Place, submitted.)

14. Spaces for People – Programme Update

a) Deputation – Craigmount-East Craigs-North Gyle-Drumbrae Residents group

A written deputation was circulated to Committee on behalf of Craigmount-East Craigs-North Gyle-Drumbrae Residents group.

The deputation wished to make clear their unambiguous objection to the planned changes to the road network in East Craigs and Craigmount outlined in the Spaces for People / Low Traffic Neighbourhood initiative. The deputation urged Committee not to dismiss the overwhelming and rapidly growing number

of objections to these proposals, or to underestimate the strength of feeling among a large number of residents.

b) Report by the Executive Director of Place

Policy and Sustainability Committee approved creating safe spaces for walking and cycling in May 2020 in response to the COVID-19 pandemic. An update on the schemes implemented by a Temporary Traffic Regulation Order (TTRO), under delegated authority and recommended continuation of each scheme was provided.

An update was also provided on the prioritised project list, details of the prioritisation scoring arrangements and a map of all proposed schemes

Motion

- 1) To note the project list relating to Temporary Traffic Regulation Orders (TTROs) promoted to create safe spaces for people to walk and cycle in the city, as part of the Spaces for People programme.
- 2) To approve the recommendations for the existing schemes as set out in Table 1 of the report.
- 3) To note the Programme Priority Scheme list as described in Appendix 1 of the report.
- 4) To note the Programme Scoring Criteria (Appendix 2) and the Priority Scoring Sheet (Appendix 3 of the report).
- To note that low traffic neighbourhoods were listed as part of the Spaces for People (SfP) Programme in the 11th June 2020 Policy and Sustainability Committee update and no party proposed the removal of this as part of the SfP approach.
- To reaffirm that low traffic neighbourhoods should continue to be taken forward by officers as part of SfP for reasons of public health and public safety.
- 7) To note some residents in East Craigs had expressed concerns relating to the lack of public consultation on the proposed low traffic neighbourhood for their area. To further note the current process of stakeholder engagement for the rollout of SfP projects and that widescale public consultation unfortunately could not be part of that process due to the need to act quickly
- 8) To therefore agree that as well as moving forward with the SfP low traffic neighbourhood proposals, also agree to accelerate the permanent TRO process for East Craigs low traffic neighbourhood to the earliest possible time to allow full public consultation to take place at the earliest opportunity with residents as part of the permanent TRO process.
- 9) To note that a supplementary note on 7 town centre TTROs would be circulated.
- 10) To note that discussions would be held offline regarding Carrington Road and details would be circulated to Inverleith Ward Councillors.

- 11) To note that the Executive Director of Place would have discussions with relevant officers to look at the relationship between the different measures in the Braid Road area of the City to review what would be taken forward and members would be informed of results of those discussions.
- 12) To note that details would be provided to confirm who the data owner for the Commonplace mapping tool was.
- moved by Councillor McVey, seconded by Councillor Day

Amendment 1

- 1) To note, with regret that the Council continued to focus on quantity rather than quality of schemes and, that some schemes reduced the attractiveness of high streets and did not deliver the high-quality schemes that would enhance the City.
- 2) To note the widespread dissatisfaction with several schemes from the communities that they would affect and impact directly and that residents' views had been largely overlooked.
- 3) To call for the immediate re-opening of Braid Road, Silverknowes Road, Links Gardens, Cammo Walk, Warriston Road and Stanley Street/ Hope Street listed in Table 1 of the report
- 4) To call for the immediate termination of the following schemes, from Appendix 1 Prioritised Scheme List either due to them being "on hold" or that the schemes were yet to be implemented, published or reach the deadline for stakeholder comment.
- 5) The note with concern that several of the schemes had been identified as having a negative impact on the ability of Emergency Services to respond to incidents and access to emergency care settings

Location	Intervention	Estimated Cost	
Newington Corridor	Subject to design	TBA	
Telford Road	Cycle Segregation	HOLD	
Melville Drive	Cycle Segregation	HOLD	
Wester Hailes Road	Cycle Segregation	HOLD	
Kingston Avenue	Road Closure	HOLD	
Comiston Road	Cycle Segregation	£115,000	
Inglis Green Road	Cycle Segregation	£98,000	
Pennywell Road	Cycle Segregation	£129,000	
Quiet Corridor – Meadows/	Closures	£29,000	
Greenbank			
Queensferry Road	TBA	£81,000	
A1 Corridor	TBA	£70,000	
Slateford Road	Cycle Segregation	£48,000	
Lanark Road	Cycle Segregation	£165,000	
Murrayburn Road	Cycle Segregation	£12,000	
East Craigs LTN	Closures / Bus Gates	£66,000	
Granton Square / Gypsy Brae	Cycle Segregation	£111,000	
Carrington Road	Road Closure	HOLD	

- 6) To request the budget allocation against each of the above schemes, totalling £924k, to be re-allocated to enhance and improve the current schemes and tackle their limitations.
- 7) The request an update to either Policy and Sustainability Committee or Transport and Environment Committee, whichever was soonest, on the impact of the active Spaces for People schemes on winter maintenance and preparedness including but not limited to street sweeping, gully cleaning and road and footpath maintenance.
- 8) To note that a supplementary note on 7 town centre TTROs would be circulated.
- 9) To note that discussions would be held offline regarding Carrington Road and details would be circulated to Inverleith Ward Councillors.
- 10) To note that the Executive Director of Place would have discussions with relevant officers to look at the relationship between the different measures in the Braid Road area of the City to review what would be taken forward and members would be informed of results of those discussions.
- 11) To note that details would be provided to confirm who the data owner for the Commonplace mapping tool was.
- moved by Councillor Webber, seconded by Councillor Mitchell

Amendment 2

Insert additional points at the end of recommendations:

- To request, in recognition of the flexible approach taken to design, implementation and alterations in situ, that the next update report to the Transport and Environment Committee should include an interim appraisal of the measures implemented by the programme, insight gained into the benefit of rapid delivery versus detailed preparatory work, in order to inform future approaches to interventions for walking, wheeling and cycling.
- 2) To agree that the Council Leader continued to make representation to the Scottish Government regarding increasing funding for Spaces for People Programme.
- 3) To note that a supplementary note on 7 town centre TTROs would be circulated.
- 4) To note that discussions would be held offline regarding Carrington Road and details would be circulated to Inverleith Ward Councillors.
- To note that the Executive Director of Place would have discussions with relevant officers to look at the relationship between the different measures in the Braid Road area of the City to review what would be taken forward and members would be informed of results of those discussions.
- To note that details would be provided to confirm who the data owner for the Commonplace mapping tool was.
- moved by Councillor Staniforth, seconded by Councillor Burgess

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

Amendment 3

Replace 1.1.2 with the following:

- To approve the recommendations for the existing schemes as set out in table 1
 of the report with the following exceptions;
 - in recognition of the significant issues which had arisen from the closure of Braid Road, agreed that this road should be re-opened as a priority and the planned improvements progressed, along with an uphill cycle lane and traffic calming measures.
 - believed there was insufficient evidence to justify the ongoing closure of Silverknowes Road and therefore agreed that this road should be reopened, with appropriate cycleways installed and an investigation into the installation of additional pedestrian crossings.
 - agreed to the continued closure of Warriston Road but sought a full review in advance of the next scheduled Committee approval in light of ongoing delivery access issues.
- To note the substantial concern expressed by residents in Craigmount, East Craigs and North Gyle over the proposed spaces for people changes in these communities and believed it was inappropriate to use the emergency five-day consultation process for this significant set of proposals; and therefore agreed not to proceed with these changes until a full public consultation and engagement programme was carried out and a report submitted to the Transport and Environment Committee.
- 3) To reaffirm the Committee's decision that every Spaces for People project should come to the first Transport and Environment Committee meeting that followed the two-month point of that project being put in place, with a recommendation to either continue or end the scheme; and for a similar report on that project to come to Committee every two-months thereafter.
- 4) To note that a supplementary note on 7 town centre TTROs would be circulated.
- 5) To note that discussions would be held offline regarding Carrington Road and details would be circulated to Inverleith Ward Councillors.
- To note that the Executive Director of Place would have discussions with relevant officers to look at the relationship between the different measures in the Braid Road area of the City to review what would be taken forward and members would be informed of results of those discussions.
- 7) To note that details would be provided to confirm who the data owner for the Commonplace mapping tool was.
- moved by Councillor Lang, seconded by Councillor Aldridge

In accordance with Standing Order 19(12), paragraph 3 of Amendment 3 was accepted as an addendum to the motion

Voting

The voting was as follows:

For the motion (as adjusted) - 10 votes For Amendment 1 - 5 votes For Amendment 3 - 2 votes

(For the motion (as adjusted): Councillors McVey (Convener), Burgess, Kate Campbell, Day, Doran, Fullerton, Gardiner, Macinnes, Staniforth, and Perry

For amendment 1: Councillors Hutchison, Mitchell, Smith, Webber and Whyte

For amendment 2: Councillors Aldridge and Lang.)

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To note the project list relating to Temporary Traffic Regulation Orders (TTROs) promoted to create safe spaces for people to walk and cycle in the city, as part of the Spaces for People programme.
- 2) To approve the recommendations for the existing schemes as set out in Table 1 of the report.
- 3) To note the Programme Priority Scheme list as described in Appendix 1 of the report.
- 4) To note the Programme Scoring Criteria (Appendix 2 of the report) and the Priority Scoring Sheet (Appendix 3 of report).
- To note that low traffic neighbourhoods were listed as part of the Spaces for People (SfP) Programme in the 11th June 2020 Policy and Sustainability Committee update and no party proposed the removal of this as part of the SfP approach.
- 6) To reaffirm that low traffic neighbourhoods should continue to be taken forward by officers as part of SfP for reasons of public health and public safety
- 7) To note some residents in East Craigs had expressed concerns relating to the lack of public consultation on the proposed low traffic neighbourhood for their area. To further note the current process of stakeholder engagement for the rollout of SfP projects and that widescale public consultation unfortunately cannot be part of that process due to the need to act quickly.
- 8) To therefore agree that as well as moving forward with the SfP low traffic neighbourhood proposals, to also agree to accelerate the permanent TRO process for East Craigs low traffic neighbourhood to the earliest possible time to allow full public consultation to take place at the earliest opportunity with residents as part of the permanent TRO process.

- 9) To request, in recognition of the flexible approach taken to design, implementation and alterations in situ, that the next update report to the Transport and Environment Committee should include an interim appraisal of the measures implemented by the programme, insight gained into the benefit of rapid delivery versus detailed preparatory work, in order to inform future approaches to interventions for walking, wheeling and cycling.
- To agree that the Council Leader continued to make representation to the Scottish Government regarding increasing funding for Spaces for People Programme.
- 11) To reaffirm the Committee's decision that every spaces for people project should come to the first Transport and Environment Committee meeting that followed the two-month point of that project being put in place, with a recommendation to either continue or end the scheme; and for a similar report on that project to come to Committee every two-months thereafter.
- 12) To note that a supplementary note on 7 town centre TTROs would be circulated.
- 13) To note that discussions would be held offline regarding Carrington Road and details would be circulated to Inverleith Ward Councillors.
- To note that the Executive Director of Place would have discussions with relevant officers to look at the relationship between the different measures in the Braid Road area of the City to review what would be taken forward and members would be informed of results of those discussions.
- To note that details would be provided to confirm who the data owner for the Commonplace mapping tool was.

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

15. Coronavirus (COVID-19): Deferral of Licensing Fees

a) Deputation – Central Taxis

A written deputation was circulated to Committee on behalf of Central Taxis.

The deputation stated the Taxi trade had suffered significant hardship as a consequence of Covid-19 and urged Committee to support a further deferral of fees.

b) Deputation – Unite the Union Cab Branch

A written deputation was circulated to Committee on behalf of Unite the Union Cab Branch.

The deputation thanked the Council for deferring test fees since March 2020 due to the Taxi Examination Centre being closed which helped their members and non-members financially.

The deputation asked for a reduction in the test fee as some drivers were unable to work until their taxi had passed its test, so they were struggling to finance this

and with no facility for licensing to accept a credit card payment, drivers were feeling overwhelmed and were considering their future within the trade.

c) Report by the Executive Director of Place

As part of the immediate response to the COVID-19 emergency, an urgent decision was made to defer certain licence fees for three months from 16 March 2020. That deferral period had expired, and the Council had received requests from members of the taxi and private hire car trade to extend the deferral for a further three months (six months in total).

An update was provided on the costs of the measures that were put in place on 16 March and information was provided to assist the Committee to consider the financial implications of a further payment deferral period.

Decision

- 1) To note the cost of deferral of licence fee income
- 2) To agree that no further deferral would be offered

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

16. Update on Edinburgh's Christmas and Edinburgh's Hogmanay 2020/2021

a) Deputation - New Town & Broughton Community Council, Old Town Community Council, Southside Community Council, West End Community Council, Tollcross Community Council and the Cockburn Association

A written deputation was circulated to Committee on behalf of New Town & Broughton Community Council, Old Town Community Council, Southside Community Council, West End Community Council, Tollcross Community Council and the Cockburn Association.

The deputation offered a short analysis and some propositions for consideration by the Committee. The deputation proposed:

- The Council affirmed that in planning and delivering these events, absolute
 priority would be given to public health and safety. This would require a thorough
 and open risk analysis, covering inter alia ensuring sufficient security at all
 venues, as well as means by which the Council and other agencies would
 monitor the levels and effectiveness of such measures.
- A more ambitious target of 60% was set for the representation of local businesses, micro-businesses and social enterprises in the market, which would also be downsized from the scale of 2019.
- Outlets and stalls in the dispersed market would complement rather than compete with nearby local businesses, most notably in the food and drink sector.
- Approval of the Update on Edinburgh's Christmas and Edinburgh's Hogmanay 2020/2021 report should not have any influence on the Council's consideration of any planning or licensing applications.

 Underbelly as contractors would be required to comply with ISO20121 and demonstrate that the events were consistent with Edinburgh's carbon reduction targets.

b) Report by the Executive Director of Place

The impact of Covid-19 required the producers of Edinburgh's Christmas and Edinburgh's Hogmanay to alter plans for both events to meet public health guidelines while still delivering events to celebrate Christmas and Hogmanay. An update was provided on the headline approach for both Christmas and Hogmanay 2020/21.

Motion

- 1) To approve the headline approach for delivering Edinburgh's Christmas and Edinburgh's Hogmanay in 2020/2021.
- 2) To note that the Big Wheel and Star Flyer in East Princes Street Gardens would require Planning Permission and were subject to approval.
- To note that the proposed programme would be developed fully through the Event Planning Operations Group and would be subject to licences being approved by Council officers in consultation with the Convener and Vice-Convener of the Regulatory Committee.
- 4) To note that the delivery of any events for Christmas and Hogmanay would be dictated by, and depend on, the public health position at that time.
- 5) To note that a full programme launch would take place later in the year for both events.
- To note that these plans were entirely dependent on public health guidance and if guidance did not support these events they would not go ahead. To request that officers ensured there was no additional financial input from the Council above the existing budget if the plans in part or in full could go ahead.
- 7) To note the recent input by the All Party Oversight Group on the Christmas and Hogmanay proposals and the positive contribution by all parties.
- 8) To welcome that these discussions with elected members helped form the recommendations and commended officers and the operator for the positive way they had engaged in these issues under difficult circumstances
- 9) To agree an update report on how local business can get involved in the Christmas and New year festivals
- moved by Councillor McVey, seconded by Councillor Day

Amendment 1:

- 1) To approve the headline approach for delivering Edinburgh's Christmas and Edinburgh's Hogmanay in 2020/2021.
- 2) To note that the proposed programme would be developed fully through the Event Planning Operations Group and would be subject to licences being

- approved by Council officers in consultation with the Convener and Vice-Convener of the Regulatory Committee.
- 3) To note that the delivery of any events for Christmas and Hogmanay would be dictated by, and depend on, the public health position at that time.
- 4) To note that a full programme launch would take place later in the year for both events.
- To agree that the above decisions were subject to a full risk assessment being carried out which would consider operational, reputational risks with particular focus on risks to public health which would be reported back to Committee in two cycles; and further increased opportunities for local businesses (both hospitality and retail) to benefit from these events which should include being given priority to take stands at an affordable rate to maximise their opportunities after such a difficult trading year.
- To note that the Big Wheel and Star Flyer in East Princes Street Gardens would require Planning Permission and were subject to approval, but requested that officers continued work to find alternative sites on hard standing to site the Big Wheel and Star Flyer and that this work was reported back to Committee.
- moved by Councillor Mitchell, seconded by Councillor Whyte

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

Amendment 2

- 1) To approve the headline approach for delivering Edinburgh's Christmas and Edinburgh's Hogmanay in 2020/2021.
- To note that the Big Wheel and Star Flyer in East Princes Street Gardens will require planning permission and are subject to approval and further notes that committee's preference is that such attractions be held on areas of hard standing rather than public parks. Therefore Acknowledges the work officers have undertaken in finding areas of hard standing, and instructs officers to seek an appropriate area of hard standing for the Big Wheel and Star Flyer subject to the requirements of contractual obligations and planning permission and to hold those attractions in East Princes Street Gardens only if there is no possible alternative.
- To note that the proposed programme would be developed fully through the Event Planning Operations Group and would be subject to licences being approved by Council officers in consultation with the Convener and Vice-Convener of the Regulatory Committee.
- 4) To note that the delivery of any events for Christmas and Hogmanay would be dictated by, and depend on, the public health position at that time.
- 5) To note that a full programme launch would take place later in the year for both events.

- moved by Councillor Staniforth, seconded by Councillor Burgess

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

Amendment 3

- 1) To approve the headline approach for delivering Edinburgh's Christmas and Edinburgh's Hogmanay in 2020/2021.
- 2) To note that the Big Wheel and Star Flyer in East Princes Street Gardens would require Planning Permission and were subject to approval.
- To note that the proposed programme would be developed fully through the Event Planning Operations Group and would be subject to licences being approved by Council officers in consultation with the Convener and Vice-Convener of the Regulatory Committee.
- 4) To note paragraphs 4.22-4.25 of the report that outlined how events would operate within health guidance; recognised that current guidance might change between now and late November 2020 and that the report confirmed significant work was required to finalise detailed planning including possible crowd control; therefore sought a further report with that detail by mid-November 2020 to allow for proper scrutiny and to assure the Committee that participants and observers would be able to enjoy Christmas and Hogmanay events in a safe and secure way.
- 5) To note that a full programme launch would take place later in the year for both events.
- moved by Councillor Lang, seconded by Councillor Aldridge

In accordance with Standing Order 19(12), Amendment 3 was accepted as an addendum to the motion.

Decision

To approve the following adjusted motion by Councillor McVey:

- 1) To approve the headline approach for delivering Edinburgh's Christmas and Edinburgh's Hogmanay in 2020/21.
- To note that the Big Wheel and Starflyer in East Princes Street Gardens would require Planning Permission and were subject to approval and to further note that the Committee's preference was that such attractions be held on areas of hard standing rather than public parks. To acknowledge the work officers had undertaken in finding areas of hard standing and to instruct officers to seek an appropriate area of hard standing for the Big Wheel and Star Flyer, subject to the requirements of contractual obligations and planning permission, and to hold those attractions in East Princes Street Gardens only if there was no possible alternative, and to report this work back to Committee.
- 3) To note that the proposed programme would be developed fully through the Event Planning Operations Group and would be subject to licences being

- approved by Council officers, in consultation with the Convener and Vice-Convener of the Regulatory Committee.
- 4) To note that paragraphs 4.22 4,25 of the report that outlined how events would operate within health guidance, and recognised that the current guidance might change between now and late November 2020 and that the report confirmed significant work was required to finalise detailed planning, including possible crowd control, and therefore sought a further report with that detail by mid-November 2020 to allow for proper scrutiny and to assure the Committee that participants and observers would be able to enjoy Christmas and Hogmanay events in a safe and secure way.
- 5) To note that a full programme launch would take place later in the year for both events.
- To agree that decisions 1, 3, 4 and 5 were subject to a full risk assessment being carried out which would consider operational, reputational risks with particular focus on risks to public health which would be reported back to Committee in two cycles; and further increased opportunities for local businesses (both hospitality and retail) to benefit from these events which should include being given priority to take stands at an affordable rate to maximise their opportunities after such a difficult trading year.
- 7) To note the recent input of by the All Party Oversight Group on the Christmas and Hogmanay proposals and the positive contributions by all parties.
- 8) To welcome that these discussions with elected members helped form the recommendations and commends officers and the operator for the positive way they had engaged in these issues under difficult circumstances.
- 9) To note that these plans were entirely dependent on public health guidance and if guidance did not support these events they would not go ahead. To request that officers ensured that there was no additional financial input from the Council above the existing budget if the plans in part or in full could not go ahead.
- 10) To agree that an update report was brought on how local businesses could get involved in the Christmas and New Year festivals.

(References – Policy and Sustainability Committee of 25 February 2020 (item 8); report by the Executive Director of Place, submitted.)

17. Award of Contracts for Edinburgh Carer Supports

Approval was sought to appoint 4 lead suppliers to provide Edinburgh Adult Carer Support Services.

Decision

- 1) To agree the contract duration would be for 60 months (with the possible extension of a further 36 months) from 01 January 2021.
- 2) To agree the approximate maximum total value of the contract over the eight years was £17,373,169 the annual value varied throughout the term of the

contract to incorporate annual increments based on the Scottish Government Funding

(Reference – report by the Chief Officer, Edinburgh Health and Social Care Partnership, submitted.)

18. Emergency motion by Councillor Webber - Pentland Hills Regional Park – Overnight Parking

The Convener ruled that the following item, notice of which had been given at the start of the meeting, be considered as a matter of urgency to allow the Committee to give early consideration to the matter.

The following motion by Councillor Webber was submitted in terms of Standing Order 14:

"Committee notes:

- 1) New information has just come to light regarding a significant increase in the numbers of people camping within Pentlands Regional Park, with much higher numbers than in previous years.
- 2) Notes camping is taking place around the Council-owned reservoirs at Harlaw, Threipmuir and Bonaly.
- Regrets, some campers are not behaving responsibly, leaving significant amounts of litter, including human waste, sanitary items and toilet paper. Campers also appear to be sourcing wood for campfires from living trees, and swimming in the water impacting on recreational anglers who have paid to fish on the reservoirs
- 4) Recognises the potential immediate threat to the environment and the natural resources of the Regional Park.
- 5) Notes that the wider community would support the immediate closure for overnight parking at the carparks.
- 6) Calls for the Executive Director of Place to consider if these carparks could be closed overnight, and report back to this committee in one cycle."

Motion

- 1) To note that wew information had just come to light regarding a significant increase in the numbers of people camping within Pentlands Regional Park, with much higher numbers than in previous years.
- 2) To note camping was taking place around the Council-owned reservoirs at Harlaw, Threipmuir and Bonaly.
- To regret that some campers were not behaving responsibly, and had left significant amounts of litter, including human waste, sanitary items and toilet paper. Campers also appeared to be sourcing wood for campfires from living trees, and swimming in the water impacting on recreational anglers who had paid to fish on the reservoirs.

- 4) To recognise the potential immediate threat to the environment and the natural resources of the Regional Park.
- 5) To note that the wider community would support the immediate closure for overnight parking at the carparks.
- To call for the Executive Director of Place to consider if these carparks could be closed overnight, and report back to this Committee in one cycle.
- 7) To agree that the report from the Pentland Hill Regional Park (PHRP) management team would come back to the Policy and Sustainability Committee or Transport and Environment Committee.
- moved by Councillor Webber, seconded by Councillor Mitchell

Amendment

- To note on 5 August 2020 a meeting concerning the impact of a significant increase in the numbers of people overnight camping at Harlaw and Threipmuir, and related matters was held, attended by stakeholders (including local councillors, MSP, Park Management, Police, Friends of the Pentlands, Balerno Community Council, Maleny Anglers, Youth Vision Scotland and National Farmers Union).
- 2) To note camping was also taking place around the Council-owned reservoir at Bonaly.
- To regret that some campers were not behaving responsibly, and had left significant amounts of litter, including human waste, sanitary items and toilet paper. Campers also appeared to be sourcing wood for campfires from living trees, and swimming in the water impacting on recreational anglers who had paid to fish on the reservoirs
- 4) To recognise the potential immediate threat to the environment and the natural resources of the Regional Park.
- 5) To note that Pentland Hills Regional Park (PHRP) Joint Committee would meet in September 2020 with a date being agreed between the City of Edinburgh Council Committee Services and Midlothian Council and West Lothian Council.
- 6) To note that a report was under preparation by PHRP management team for consideration at PHRP Joint Committee. This would consider implementation of a range of measures, including restricting overnight car park access.
- moved by Councillor Gardiner, seconded by Councillor Day

Voting

The voting was as follows:

For the Motion (as adjusted) - 7 votes For the Amendment - 9 votes

(For the Motion (as adjusted): Councillors Aldridge, Hutchison, Lang, Mitchell, Smith, Webber and Whyte

For the Amendment: Councillors McVey (Convener), Burgess, Kate Campbell, Day, Doran, Fullerton, Gardiner, Macinnes, Staniforth.)

Decision

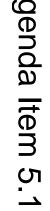
To approve the Amendment by Councillor Gardiner.

Work Programme

Policy and Sustainability Committee

6 October 2020

		Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	1	Annual Update on Council Transport Arm's Length Companies	Annual Update	Executive	Gavin King	Chief Executive	Annual	TBC
Page 35	2	Council Asbestos Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	December 2020
35	3	Council Fire Safety Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	December 2020
4	4	Council Health and Safety Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	December 2020
ţ	5	Council Water Safety Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	December 2020
(6	Council Smoke Free Policy	Annual Review	Routine	Susan Tannahill	Resources	Annual	December 2020



	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
7	Gaelic Language Plan 2018-22	Monitoring Report	Executive	Eleanor Cunningham	Chief Executive	Annual	November 2020
8	Edinburgh Biodiversity Action Plan 2019-21	Annual Update	Executive	Caroline Peacock/Susan Falconer	Place	Annual	End 2020
9	Welfare Reform	Quarterly Update	Routine	Sheila Haig	Resources	Quarterly	November 2020
Page 36	Older People Joint Inspection Improvement Plan	Progress report	Executive	Marian Gray	Chief Officer, Edinburgh Health and Social Care Partnership	6 monthly	November 2020
11	Implementation of the Energy Management Policy and Energy Management System	Progress report	Executive	Peter Watton	Resources	Annual	December 2020
12	Policy Assurance Statement – Customer	Annual report	Executive	Katy Miller	Resources	Annual	November 2020
13	Policy Assurance Statement –	Annual report	Executive	Gavin King	Chief	Annual	November

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
	Strategy and Communications				Executive		2020
14	Policy Assurance Statement - Human Resources (HR)	Annual report	Executive	Katy Miller	Resources	Annual	TBC
15	Policy Assurance Statement - Legal and Risk	Annual report	Executive	Nick Smith	Resources	Annual	October 2020
D 16	Contact Centre Performance	Update report	Executive	Nicola Harvey	Resources	Quarterly	November 2020
Page 37	Chief Social Work Officer's Annual Report	Annual report	Executive	Jackie Irvine	Communities and Families	Annual	December 2020
18	Diversity and Inclusion Strategy	Annual update	Executive	Katy Miller	Resources	Annual	October 2020
19	Police Scotland Update	Annual plan	Executive	Gavin King	Chief Executive	Annual	May 2021
20	Fire and Rescue Service	Annual plan	Executive	Gavin King	Chief Executive	Annual	October 2020

	Title / description	Purpose/Reason	Routine / Executive	Lead officer	Directorate	Progress updates	Expected date
21	Carbon Impact of the Council's International Travel	Annual Report	Executive	Paula McLeay/Gavin King	Chief Executive	Annual	TBC

Policy and Sustainability Committee Upcoming Reports

Appendix 1

Directorate	Lead Officer
Chief Executive	Eleanor Cunningham
Resources	Sheila Haig
Resources	Nicola Harvey
EHSCP	Marian Gray
EHSCP	Judith Proctor
Chief Executive	
Chief Executive	Gavin King
Place	
Chief Executive	Paula McLeay
Place	
	Chief Executive Resources Resources EHSCP EHSCP Chief Executive Chief Executive Place Chief Executive

Policy Assurance Statement - Strategy and Communications	Chief Executive	Gavin King
Council Response to Edinburgh Climate Commission and Sustainability Programme Update	Chief Executive	
Accounts Commission: Local Government in Scotland – Overview 2020	Chief Executive	
DECEMBER 2020		
Edinburgh's Economy Strategy	Place	
Tourism and Hospitality Sector Recovery Plan – Follow Up	Place	
Council Asbestos Policy	Resources	Robert Allan
Council Fire Safety Policy	Resources	Robert Allan
Council Health and Safety Policy	Resources	Robert Allan
Council Water Safety Policy	Resources	Robert Allan
Council Smoke Free Policy	Resources	Robert Allan
Contact Centre Performance	Resources	Nicola Harvey
mplementation of the Energy Management Policy and Energy Management System	Resources	Peter Watton

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Chief Social Work Officer's Annual Report	Communities and Families	Jackie Irvine
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Rolling Actions Log

Policy and Sustainability Committee

6 October 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1 Page 43		Business Case for the Management Transfer of Secondary School Sports Facilities to Edinburgh Leisure – Progress Report	That an update report be submitted to Committee in 6 months.	Executive Director for Communities and Families	Ongoing		Update 9 July 2020 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 th March 2020.
							The last 2 schools to transfer WHEC and Leith Academy will not do so until Edinburgh Leisure back up and running and they are able to be transferred.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							Update 25 June 2020 To agree that a final report be submitted to Committee.
2 Page 44		City of Edinburgh Council Motion by Councillor Mowat – Edinburgh's Christmas and Hogmanay 2017/18 (Agenda for 1 February 2018)	Council requests that the review of the contract for Edinburgh's Christmas and Hogmanay should recognise that the implementation of this contract cuts across many council functions and services and should be considered at the Corporate Policy and Strategy Committee.	Executive Director of Place	Spring 2021		This contract is in place until Winter Festival 2022. The review of the contract will be presented to Policy and Sustainability Committee.
3	07.08.18	Participation Requests	To agree to receive a report setting out proposals for the Council's policy on participation requests within two cycles of the conclusion of the Westbank Street Outcome Improvement Process as set out in paragraph 3.5 of the	Chief Executive	November 2020		This report will be presented following the conclusion of the Westbank Street Outcome Improvement Process.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			report by the Chief Executive.				
Page 4		Managing Transition to Brexit in Edinburgh	To agree that the Brexit Working Group review actions currently in place and report on future options to provide support for Non-UK EU nationals within the Council workforce and the wider city population.	Chief Executive	September 2020	6 October 2020	Recommended for Closure Report on the agenda for this meeting Update August 2020 This will now be reported to this Committee in September 2020.
45 ⁵	06.06.19 (Housing and Economy Committee)	Edinburgh Economy Strategy – Annual Progress Report	 Calls for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target. Agrees that this research and analysis will inform a review of the Edinburgh Economy Strategy in order to develop an outcome based strategy 	Executive Director of Place	December 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
Page 46			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 sustainable economy.				
6	01.10.19	West Edinburgh Progress Update	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 To agree that a report	Executive Director of Place	October 2020		Recommended for Closure Report on the agenda for this meeting
			2) To agree that a report	Executive	October 2020		Recommended for

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			would be brought back to Committee on completion of the West Edinburgh study on inclusive and sustainable growth.	Director of Place			Closure Report on the agenda for this meeting
7 Page 4/	21.11.19	City of Edinburgh Council – Motion by Councillor Jim Campbell – Edinburgh's Winter Festivals (Minute of 21 November 2019)	 (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. (b) To review which, if any, contract terms or conditions might apply should a counterpart bring the Council into substantial public disrepute. (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 	Executive Director of Place	September 2020		Recommended for Closure Report on the agenda for this meeting On 14 May 2020, the Committee accepted a delay for this action but agreed that an update would be provided on when the audit would be completed.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 48			Council acting as contract originator and as an authority with statutory powers. (d) To agree that (b) and (c) above should be reported to the Policy and Sustainability Committee in two cycles accepting that (a) may be an interim analysis at that time.				
8	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	November 2020		Update 6 October 2020 This will now be reported to the meeting of the full Council in November 2020 Update – 11 June 2020 The Review of Polling Arrangements across

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							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
τ							primary schools with
ag							new venues that offer
Page 49							better facilities and or
49							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
							is intended to report
							finally around August/September to
							allow these
							arrangements to be
							used for the

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 50							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 inservice training day is aligned with all scheduled polling days to minimise overall disruption
9	(a) 26.11.19 (b) 25.02.20	Edinburgh Poverty Commission Progress Update Edinburgh Poverty	To agree that a further report on full Council responses to the Edinburgh Poverty Commission would be considered by Committee following publication of final findings in March 2020. To agree to the development	Chief Executive Chief Executive	11 June 2020 11 June 2020	11 June 2020 11 June	Closed

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 51		Edinburgh Poverty Commission – Poverty and Coronavirus in Edinburgh	programme to take forward the implementation of Edinburgh Poverty Commission recommendations to be considered by Committee by June 2020 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		Recommended for Closure Report on the agenda for this meeting
10	06.02.20	City of Edinburgh Council – Motion by Councillor Main – Recycling in Schools	To request: 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	Executive Director of Resources / Executive Director of Place	September 2020		Recommended for Closure Report on the agenda for this meeting Update – 11 June 2020 Following discussion with Councillor Main it has been agreed that

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 52			be completed before the start of the 2020/21 academic year within policy and current budgets, and reporting any financial challenges in doing so to the report requested. 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.				this report will be deferred to September 2020, to enable the relevant service areas to prioritise work to support schools reopening and to incorporate lessons learned arising from the Covid-19 lockdown period.
11	25.02.20	Filming in Edinburgh 2019	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	Executive Director of Place	November 2020		Update 6 October 2020 To be reported to Committee in November 2020.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			order to make recommendations on future Council policy in this area.				
12 Page 53	Leadership Advisory Panel - 31 March 2020	Neighbourhood Alliance - Grant Funding Payment	To agree that a report would be taken to the Housing, Homelessness and Fair Work Committee detailing how long grant funding continue for and the exit strategy.	Executive Director of Place	January 2021		Update 6 October 2020 To be included in the Housing, Homelessness and Fair Work Committee business bulletin for 14 January 2021 meeting. Update 20 August 2020 To be reported to Housing, Homelessness and Fair Work Committee
13	Leadership Advisory Panel - 23 April 2020	Consultation Planning Report	To recognise that COVID-19 was likely to have lasting impacts on the use of the City Centre and to request that the APOG consider how to invite	Executive Director of Place	Ongoing		Update 6 October 2020 Item included in business bulletin to

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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.				Culture and Communities Committee of 15 September with further report scheduled for early 2021.
14 Page 54		Local Police Plan	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 national Police priorities and that these be worked into an updated, dynamic plan.	Police Scotland	November 2020		
15	28.05.20	Decisions Taken under Delegated Power and Operational Decision Making -	To call for a short report in three cycles fully detailing the decisions made so far, and providing options to re-	Chief Executive	9 July 2020	9 July 2020	CLOSED

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 55		Covid-19	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. 2) To agree to an interim members' briefing on the progress of 1) above.	Executive Director for Communities and Families	End September 2020		
16	28.05.20	Outcome Report of the Short Life Working Group to Examine Communities and Families Third	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		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		Party Grants					
17 Page 56	09.07.20	Tourism and Hospitality Sector Recovery Plan – Follow Up	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 fully develop a long-term approach and agree that this should be reported back to the Policy and Sustainability	Executive Director of Place	December 2020		
18	11.06.20	Funding of Temporary Accommodation	Committee, including how the organisational structure will operate throughout the City. 1) To call for a report to be submitted to the Policy and Sustainability	Executive Director for Communities and		3 September 2020	Recommended for Closure
		for Homeless People – motion by Councillor Watt	Committee, which listed the current temporary accommodation that	Families		2020	Reported to the Housing, Homelessness and

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
rage o/		(see minute of 11 June 2020)	had been contracted for since the CV-19 pandemic: giving the type of accommodation, the number of families and single people accommodated and the current end date of the contracts. 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				Fair Work Committee on 3 September 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
rage so			accommodation. 3) The report should also make recommendations 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				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			when their current accommodation ceased to be available.				
19 Page 59	25.06.20	Adaptation and Renewal Programme Update	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: a) An explanation for the disproportionately high number of Edinburgh Covid-19 deaths that had occurred in care homes; b) Details of the number of care home Covid-19 deaths where the deceased had previously been in hospital; An explanation for the disproportionately high	Chief Officer, Edinburgh Health and Social Care Partnership	November 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 60			number of Edinburgh Covid-19 deaths in relation to the number of non- Covid-19 deaths; Understanding why the number of Edinburgh care homes showing a suspected case of Covid- 19 deaths continued to increase; 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 f) The issues raised with the Edinburgh IJB and NHS Lothian about minimising the impact of future outbreaks across Edinburgh.				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
20	25.06.20	South East of Scotland Regional Transport Transition Plan	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		
21 Page 61	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 October 2020		
22	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	19 August 2020	Recommended for Closure A briefing note was circulated to members on 19 August 2020.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
23 Rage 6X	09.07.20	Homelessness Services - Use of Temporary Accommodation	 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 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. To request that the further report include a detailed breakdown of the additional costs of providing Temporary Accommodation as part 	Executive Director for Communities and Families		3 September 2020	Reported to the Housing, Homelessness and Fair Work Committee on 3 September 2020

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page (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 forward plan the Council was making for estimated costs post any additional funding.				
- σ	09.07.20	Re-opening of Public Conveniences	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		Recommended for Closure Report on the agenda for this meeting
25	09.07.20	Transport Infrastructure Investment – Capital Delivery Priorities for 2020/21	To note the capital projects listed in appendix 5 and 6 of the March 2019 report 'Transport Infrastructure Investment – Capital Delivery Priorities for 2019/20' which (i) were not delivered as	Executive Director of Place	End September 2020		This briefing will be circulated in advance of Committee.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			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				
26 Page 64		Reform of Transport Arm's Length External Organisations	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	October 2020 – to Transport and Environment Committee		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. It is therefore anticipated that a

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							report on the recommended approach will be ready by mid-September 2020
27	23.07.20	Adaptation and Renewal Programme Update	To agree to provide a short briefing note on the transport figures for Morningside Station.	Executive Director of Place	September 2020		Recommended for closure Circulated on 25 September 2020.
Page 65	23.07.20	Engagement Through Adaptation and Renewal	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	December 2020		Due to the evolving situation with covid-19 papers on the council's approach to consultation have been delayed.
29	23.07.20	Council Response to Edinburgh Climate Commission and Sustainability Programme Update	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	Chief Executive	November 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 66			including all future significant operational or financial proposals that will form the basis of a new council business plan. An update on progress will be provided in October. 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.	Chief Executive	March 2021		
30	23.07.20	Spaces for People - Additional Contract Waiver for Material Orders and Contract Service	To agree to provide a briefing note for the committee on the price changes of traffic management products	Executive Director of Place	October 2020		
31	23.07.20	Public Realm	To request an update on the	Executive	January 2021		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		CCTV Update	Public Realm CCTV upgrade project progress in six months' time	Director for Communities and Families			
32 Page 67		Review of Political Management Arrangements	To request a briefing in September clarifying the process for a possible phased reduction in Committee activity, as described in 4.9 of the report by the Chief Executive. This briefing should make clear to Committee how any decisions would be taken, who would take those decisions, and under what circumstances.	Chief Executive	10 December 2020		Update 6 October 2020 A report will be submitted to the meeting of the full Council on 10 December 2020
33	06.08.20	Schools Re- opening - Update	 To agree that a further update be provided for the next committee meeting on 20 August 2020. To ask for a briefing on the building issues which had been identified in some 	Executive Director for Communities and Families Executive Director for Communities and Families	20 August 2020	7 September 2020	Recommended for closure Briefing issued to

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			3) To ask for confirmation of the position in regard to bus services in the Currie/Balerno/Baberton areas	Executive Director for Communities and Families		7 August 2020	members on 7 September 2020 Recommended for closure Information circulated to members on 7 August 2020
34Dage 68		Community Centres and Libraries Reopening	 To call for a report in two cycles to the Policy and Sustainability Committee with further details as set out below: specifically on the reopening of libraries in Edinburgh setting out clearer timescales for opening, learning from other local authorities which are more advanced in reopening of libraries and details, including financial, of services 	Executive Director for Communities and Families	September 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
rayeos			impacted by library closures. ii) outlining services directly or indirectly impacted by the closure of Community Centres or Libraries, detailing any alternative or innovative ways that have been used (or are being planned) to maintain continuity of services that would otherwise have been lost. This should include any projected financial consequences of the alternative service provision. 2) To request a further report with a review and update of the current position to the relevant				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			committee before November 2020, to include details and rational for future reductions in access or opening.				
35 Page /U	06.08.20	Re-opening of public conveniences	To note that a review of operations following reopening would be presented to the appropriate Committee in October 2020, and to request that this review include: • Information given on the measures and investment of the public conveniences in the report • The measures and costs of opening the three public conveniences not given in the report. • A proposed annual	Executive Director of Place	October 2020		Recommended for Closure Report on the agenda for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 71			schedule for the opening of public conveniences from October 2020. • Details of public access to toilet facilities in businesses across the city where public conveniences had been closed and the effects of Covid-19 on this scheme. • Options for a revised public toilet facilities policy for the city.				
36	06.08.20	Accounts Commission: Local Government in Scotland - Overview 2020	To instruct the Chief Executive to report to Committee in two cycles providing a comprehensive assessment of how the Council was addressing the recommendations outlined in the Key Messages section of the report and suggesting any	Chief Executive	November 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page /2	l		further actions that could be taken to address these in order that Councillors could scrutinise and prioritise work to improve the Council in these areas. The report to provide an officer assessment of the sources of information, training and guidance available to Councillors to help them answer the questions set out for them in the report in order that these could be assessed and debated by Elected Members in public at Committee with a view to improving scrutiny of the Council's performance and to help engender a culture of continuous improvement				
37	06.08.20	Motion by Councillor Staniforth - The City's Relationship	Requests a review of the international strategy in autumn to include information on the how relationships can	Chief Executive	November 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
		with Krakow Motion by Councillor Day - Equality and LGBT + Rights (see minute of 6 August 2020)	support the Council's Equalities Framework.				
38 Page 73	Risk and Best Value	Internal Audit Annual Opinion for the year ended 31 March 2020	Committee notes committee previously requested: that the Chief Executive, Executive Directors and Chief Officer of the Edinburgh Health and Social Care Partnership, supported by the Chief Internal Auditor, report to the relevant Executive Committee at the earliest opportunity and the subsequent GRBV Committee setting out clear plans to ensure the closure of all historic and overdue internal audit management actions to enable an improvement to the overall Internal Audit Opinion	Chief Executive and All Executive Directors	6 October 2020		Recommended for Closure Report on the agendator for this meeting

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page /4			for 2019/20. Notes with disappointment that this internal audit opinion is red again and recognises the significant and thematic weaknesses that contributed to this opinion. Requests, therefore, that the Chief Executive and Executive Directors draft a comprehensive plan to be brought back to Policy and Sustainability Committee in 8 weeks – separately to the Adaptation and Renewal Programme, but showing how it would be integrated in to Adaptation and Renewal going forward, on how the areas for improvement listed at 4.16 of the report will be addressed to enable the significant improvements required in time for the next annual audit opinion.				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
39	20.08.20	Adaptation and Renewal Programme Update	To agree to provide details of when the leaflet was designed and printed with reference to D181.	Chief Executive			
			To agree to provide a briefing note on the traffic data at Morningside Station.	Chief Executive			
Page /5			3) To agree to circulate the briefing on what the plan is for the flu vaccination in the city of Edinburgh which includes the timeline for public engagement and public announcement of the plan.	Chief Executive	September 2020	8 September 2020	Recommended for Closure An elected members briefing on the flu vaccination plan was issued on 8 September 2020
40 (a)	20.08.20	Annual Performance 2019/20	To request that a briefing note is circulated to councillors prior to the full council	Chief Executive		28 August 2020	Recommended for closure Briefing note was

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page /6			meeting on 25 August at which this report will be further considered, detailing what plans are in place for each one of these areas to improve performance to within target levels, the expected date for achieving the target or trend and indicating who is the responsible officer. 2) To request that revised targets for emissions reduction, specifying the annual increments required to achieve net zero by 2030, are brought forward as a matter of urgency.	Chief Executive			issued on 28 August 2020
40 (b)	25.08.20	Referral of report to the City of Edinburgh Council	To welcome the decision by the Policy and Sustainability Committee to agree the	Chief Executive	28 August 2020	28 August 2020	Recommended for Closure Briefing note was

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page //			proposal by Green Councillors requesting that a briefing note be circulated prior to this meeting of the full Council that details what plans are in place for each one of these areas to improve performance to within target levels, the expected date for achieving the target or trend and indicating who is the responsible officer;				circulated to members on 28 August 2020
			2) To request that this briefing note is included in the Business Bulletin for the next Policy and Strategy Committee.	Chief Executive	6 October 2020		Recommended for Closure Briefing note is included in the Business Bulleting for this meeting.
			3) To further welcome the Policy and Sustainability Committee decision to	Chief Executive			

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
Page 78			agree the proposal by Green Councillors that revised targets for carbon emissions reduction, specifying the annual increments required to achieve net zero by 2030 and requests that these incremental targets are brought forward to committee before the end of this year.				
41	20.08.20	Local Government Benchmarking Framework 2018/19 - Edinburgh Overview	To request a further report setting out a wider review of the data available to seek and implement best practice examples from colleague Councils (not limited to Scotland) and foster anew continuous improvement culture within the Council, and the scope of this report to be discussed at the APOG in order to clarify with officers how this would be brought	Chief Executive	Awaiting update		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			forward.				
42	20.08.20	Spaces for People Initiative – Response to Motion	To agree to an update to Committee on the work regarding Local Champion Networks.	Executive Director of Place	October 2020		
Page 79			2) To agree to a briefing note regarding the Dublin specific example on what area of Dublin the study was relating to and details of the measures that had been put in place.	Executive Director of Place	End 2020		
43	20.08.20	Update on Edinburgh's Christmas and Edinburgh's Hogmanay 2020/2021	To agree an update report on how local business can get involved in the Christmas and New year festivals To agree an update reports To agree an update report so local reports To agree an update reports To agree an update report so local reports To agree an update reports To agre	Executive Director of Place	November 2020		
			2) To agree to a full risk assessment being carried out which will consider operational,	Executive Director of Place	10 November 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
rage 80			reputational risks with a particular focus on risks to public health which will be reported back to Committee in two cycles. 3) To note paragraphs 4.22-4.25 of the report outlining how events will operate within health guidance; recognises that current guidance may change between now and late November and that the report confirms significant work is required to finalise detailed planning including possible crowd control; therefore seeks a further report with that detail by mid-November to allow for proper scrutiny and to assure the committee that	Executive Director of Place	November 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			participants and observers will be able to enjoy Christmas and Hogmanay events in a safe and secure way.				
44 Page 81		City of Edinburgh Council – Motion by Councillor Webber – Pavements and People (minute of 25 August 2020)	To further request additional engagement with Lothian Buses, Living Streets Edinburgh, Guide Dogs Scotland, Spokes RNIB and the Access Panel to explore any additional actions and to report back to the Policy and Sustainability Committee at the earliest opportunity	Executive Director of Place	End 2020		

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Business bulletin

Policy and Sustainability Committee

10.00am, 6 October 2020

Virtual - via - Microsoft Teams



Policy and Sustainability Committee

Convener: Members: Contact: Jamie Macrae, Councillor Adam McVey Councillor Adam McVey Committee Officer (Convener) Councillor Cammy Day (Vice-Louise Williamson, Convener) **Assistant Committee** Councillor Robert Aldridge Officer Councillor Kate Campbell Councillor Nick Cook Councillor Neil Gardiner Vice Convener: Councillor Cammy Day Councillor Gillian Gloyer Councillor Graham Hutchison Councillor Lesley Macinnes Councillor Melanie Main Councillor John McLellan Councillor Rob Munn Councillor Ian Perry Councillor Alex Staniforth Councillor Susan Webber

Councillor Iain Whyte

Councillor Donald Wilson

Recent news Background

Annual Performance Report

A briefing was circulated to all elected members on Friday 28 August, providing details about service improvements for the performance indicators showing declining performance or a RAG status of red or amber in the Annual Performance Report 2019/20. Council APR briefing update.pdf

Request for further information at Policy and Sustainability Committee on 20 August

Contact: Catherine Stewart, Lead Change and Delivery Officer, Tel: 0131 553 8303; E-mail: catherine.stewart@edinbur gh.gov.uk

Carbon Impact of CEC's International Travel

Background

At the City of Edinburgh Council meeting in November 2019, it was recommended under item 1.5 – "To agree that that the overall carbon impact of the Council's International travel is reported annually to the Policy and Sustainability Committee."

Due to the global Covid 19 pandemic all international travel was suspended in early 2020. The impact on international travel will clearly see a reduction on the council's carbon footprint but this will affect year-on-year comparisons on baseline emissions.

It is recommended that a full report will be produced in Autumn 2021 to reflect the impact of Covid 19 on CEC's International travel and related carbon emissions. This will enable the CEC to achieve a fuller understanding of year-on-year data analysis.

The Strategy and Communications team now have the International Travel data to calculate the carbon footprint of council staff and members and will use the Scottish Government's "greenhouse gases conversion factors" to measurement this.

Contact: Paula McLeay, Policy and Insight Senior Manager, 07903 721 805 paula.mcleay@edinburgh.g ov.uk

Support for Business – Local Champion Network Update

We have identified and contacted potential members for the local Business Champions Networks and initial introduction meetings with each network and Council Officers have commenced. To date, the initiative has been well received and the level of engagement from local champions high, with feedback on activity to date and ideas for the future as well as feedback on the proposed Shop Local programme. We will continue to engage with the networks and work with them on the continued development and roll out of Shop Local and other initiatives.

Contact: Elin Williamson, Business Growth and Inclusion Senior Manager, T: 0131 469 2801 E: elin.williamson@edinburgh. gov.uk

Edinburgh Talks Climate: Youth Summit

A Youth Summit was organised on 28th February 2020, for young people to share their concerns, issues and priorities on climate change. Run in partnership with Scottish Youth Climate Strike and Scottish Youth Parliament, the event was attended by 117 pupils from 8 secondary schools across the city, and focussed on areas where carbon emissions could be impacted: transport, housing, biodiversity, food and consumerism.

Facilitated by young organisers and volunteers, the workshops identified young people's general concerns in each area, and pinpointed some of the key barriers to behaviour change and key actions which young people would like to see in Edinburgh. These included encouraging active travel and public transport use, for housing developers to take on more responsibility for sustainability, reducing plastic in schools and greater awareness raising on issues such as biodiversity, consumerism and sustainable eating. Read a full summary of the findings [https://consultationhub.edinburgh.gov.uk/bi/fd06713c/supporting_documents/Youth%20Summit%20Worshop%20Summary.pdf]

A series of videos of pupils, created from the day, have since been used to continue the Council's conversation with young people in the city, on Edinburgh Talks Climate [link: https://edinburghtalksclimate.dialogue-app.com/] and to explore the climate change issues which young people feel are important and the challenges they face in tackling the

Contact: David Porteous, Strategy Manager, Insight Unit, Tel: 0131 529 7127, Email:

<u>David.porteous@edinburgh</u> <u>.gov.uk</u> climate emergency. A follow up to the Youth Summit with Edinburgh primary schools is currently being planned.

Outputs from the Youth Summit and future engagement with young people will be shared widely to help inform strategic planning and service delivery, and insights from the work will inform the development of a sustainability strategy for the city.

Accounts Commission: Local Government in Scotland overview

On 6 August Committee agreed that the Chief Executive and the Executive Director of Resources report to Committee in two cycles providing a comprehensive assessment of how the Council was addressing the recommendations outlined in the key messages section of the Accounts Commission's review into Local Government in Scotland. Given the Accounts Commission will also shortly be publishing Edinburgh's Best Value Report and we will be presenting this to Policy and Sustainability for scrutiny and discussion, it is proposed that a single report covering both reports is issued and presented to Committee. This will be within the next two cycles.

Contacts: Fraser Rowson, Principal Accountant, Tel: 0131 469 3166, Email: fraser.rowson@edinburgh.g ov.uk

Gavin King, Democracy, Governance and Resilience Senior Manager, Tel: 0131 539 4239, Email: gavin.king@edinburgh.gov. uk

New Cities Foundation Wellbeing Cities Award 2020

In March 2020, the City of Edinburgh Council submitted a bid to the Wellbeing Cities Award, an open competition for local governments around the world that is organised by the Canadian-based global non-profit organisation, New Cities Foundation, to recognise cities' efforts to place wellbeing at the heart of policy and planning.

Building on the Council's vision for Edinburgh to be a green, fair, and healthy city that is carbon neutral by 2030, an application was made to the 'Prioritizing Wellbeing' category promoting the benefits of city-wide plans and actions to boost the wellbeing of citizens. A case was made to the competition's jury and advisory board demonstrating the ambitious and comprehensive cross-cutting programme of work that will address projects in four key sectors — domestic, public and commercial buildings, industry, and transport.

The application cited the Council's work with world-leading partners including the Edinburgh Centre for Carbon

Contact: Ciaran McDonald, Senior Policy and Insight Officer, Email:

<u>ciaran.mcdonald@edinburg</u> h.gov.uk Innovation and EIT Climate-KIC to implement a phased programme of complex system change. It also highlighted the work of the Edinburgh Climate Commission in bringing together partners in the public, private, and non-profit sectors to deliver a carbon-neutral city.

On 15 September 2020, at the New Cities Foundation's Wellbeing Cities Forum, it was announced that Edinburgh was shortlisted as one of the top four cities in the 'Prioritizing Wellbeing' category.

As a finalist, Edinburgh beat strong global competition from cities across Africa, Asia, Europe and the Americas, to be recognised as a city that promotes and prioritises wellbeing by demonstrating leadership and commitment to work with local stakeholders and citizens to meet the objectives set out in the competition's category.

The city of Curridabat in Costa Rica won the category for its programme to promote the utilisation of pollinators in urban design.

Further details: https://newcities.org/wellbeingcity/2020-award/

Forthcoming activities:

Agenda Item 7.1

Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Local Fire Plan 2020

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To approve the Local Fire Plan 2020.

Andrew Kerr

Chief Executive

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

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



Report

Local Fire Plan 2020

2. Executive Summary

2.1 The Scottish Fire & Rescue Service (SFRS) has submitted the Local Fire Plan 2020 for approval.

3. Background

- 3.1 The Police and Fire Reform (Scotland) Act 2012 requires SFRS to set out a local plan. The Local Plan should:
 - 3.1.1 set out the main priorities and objectives for SFRS in the local authority's area,
 - 3.1.2 explain the reasons for selecting each of those priorities and objectives,
 - 3.1.3 where reasonably practicable, identify outcomes by reference to which the achievement of those priorities and objectives may be measured,
 - 3.1.4 describe how those priorities, objectives and arrangements are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning, and
 - 3.1.5 include any other information connected with the work of SFRS in the local authority's area which the local commander considers relevant.

4. Main report

4.1 The Plan outlines the priorities of the SFRS City of Edinburgh Local Senior Officer area and aims to provide a detailed base for SFRS work and performance to be scrutinised.

5. Next Steps

5.1 N/A.

6.	Financial	im	pact
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6.1 N/A

7. Stakeholder/Community Impact

7.1 N/A

8. Background reading/external references

8.1 The Police and Fire Reform (Scotland) Act 2012

9. Appendices

Local Fire Plan 2020



LOCAL FIRE AND RESCUE PLAN

City of Edinburgh

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Introduction

Welcome to the Scottish Fire and Rescue Service (SFRS) Local Fire and Rescue Plan for Edinburgh. This plan has been developed to support the delivery of agreed local outcomes for Edinburgh's communities in conjunction with the national priorities contained with the SFRS Strategic Plan 2019 – 2022.

With the ambition of working in partnership to improve community safety, enhancing the well-being of those living or resorting to Edinburgh whilst tackling issues of social inequality, this plan sets out our priorities to support this ambition. The plan complements Edinburgh's Community Planning Partnership vision that "Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced."

The demands placed upon the SFRS to respond to a wide variety of incidents challenges us to ensure our personnel acquire and maintain a range of skills to enable our ability to respond to emergencies. Through the identification and management of risks within the city we will continue to prepare for these challenges, however we recognise the importance of reducing through effective engagement and intervention measures.

We recognise as a public service organisation and as a member of the community planning partnership, the changing demographics of our society and that this challenges us to continually improve on how we deliver our services to our communities. This plan focuses on those areas of greatest need in our communities and to maximise the potential to work in partnership thus using our capacity more effectively and innovatively.

As the SFRS continues to evolve we will seek to play a key part in public service reform and identify new opportunities to broaden our role within society to ensure, as a modern Fire and Rescue Service, we continue to protect Edinburgh's communities. This Local Fire and Rescue Plan in conjunction with the statutory responsibilities placed upon the SFRS will be used as a driver to build upon our existing partnership arrangements in Edinburgh whilst seeking to foster new relationships to support the service's mission of "Working Together for a Safer Scotland".

Early in 2020 we faced an unprecedented challenge in the form of a global pandemic. In response to the COVID-19 outbreak, we dramatically changed how we worked so that we could continue to deliver an emergency service whilst keeping our staff and the public safe.

The pandemic is expected to have a lasting effect on society and this will change the way in which we deliver services in the long-term. The full implications are not yet known and this makes it difficult to make any far-reaching plans with certainty. As such we will keep the priorities of this Plan under regular review to ensure it remains relevant and appropriate.

National Context

Scottish Ministers set out their specific expectations for the Scottish Fire and Rescue Service in the Fire and Rescue Framework for Scotland 2016. This provides the outline we should follow to ensure our resources and activities are aligned with the Scottish Government's Purpose and national outcomes.

Our <u>Strategic Plan 2019-22</u> has been designed to meet these national expectations. Set against a complex and evolving backdrop our Strategic Plan encapsulates our mission, values and our strategic outcomes and objectives.



To ensure we can prevent the worst from happening and to be fully prepared to respond should we called, we need to be aware of any new changing risks which threaten the safety of communities or the workforce. When developing our most recent plan, cognisance was given to: our changing population and the forecasted rise in over 75s: doing what we can to balance social and economic inequality; climate change and the devastating impact the inclement weather can have on peoples' lives and livelihoods; and the threat of terrorism.

Our Strategic Plan is supported by a three-year Strategic Plan Programme which provides details on all the activities we intend to carry out to successfully achieve our ambitions. The Programme informs our Annual Operating Plan, which provides specific detail on the actions we carry out each year, and from which our performance is scrutinised.

This Plan is a statutory Local Fire and Rescue Plan. It sets local direction to meet the strategic outcomes and objectives outlined above. It also demonstrates how we will contribute to Edinburgh's Community Planning Partnership (CPP).

Local Context

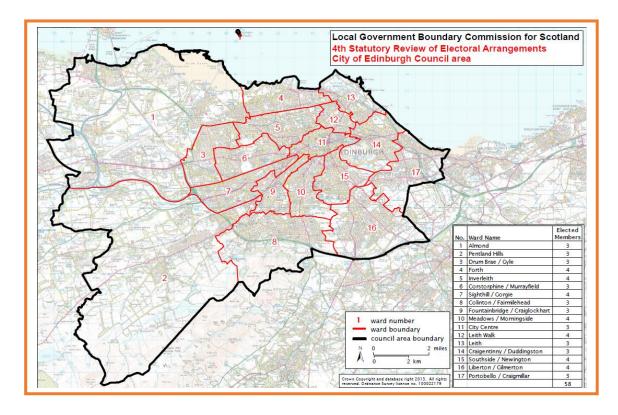
As the capital of Scotland Edinburgh is a unique city; it is situated on the coast of the Firth of Forth covering an area of 263.73 sq.km. Its positioning within Europe and its worldwide transportation links make Edinburgh a hub for tourism and trade.

The city is famous for the Edinburgh International Festival and the Fringe, the latter being the world's largest annual international arts festival. The city's historical and cultural attractions have made it the United Kingdom's second most popular tourist destination after London, attracting over one million overseas visitors each year. Historic sites in Edinburgh include Edinburgh Castle, Holyrood Palace, the churches of St. Giles, Greyfriars and the Canongate, as well as the extensive Georgian New Town, built in the 18th century. Edinburgh's Old Town and New Town together are listed as a UNESCO World Heritage Site, which has been managed by Edinburgh World Heritage since 1999.

Edinburgh's current population is just over 500,000 and consists of an increasingly diverse ethnic, cultural and linguistic demographic. The population is rising at a faster rate than the national average and it almost doubles in the summer due to the number of visitors attending the many festivals and events hosted in the city.

Edinburgh's population of people aged 65 and over is expected to increase by around 54% over the next 20 years. Although being older is not a specific risk in its own right, it is increased when age is combined with other factors such as living alone and living in poverty. Physical and mental health issues also contribute to an increase in risk.

As a local authority area, Edinburgh is constituted by seventeen multi-member electoral wards covering a range of diverse urban and rural communities. Emergency response within the local authority area is provided from eight locations comprising of seven whole-time station (permanently crewed) and one station which operate on an on call basis.



Community planning in Edinburgh has made good progress in recent years, helping to address the barriers and inequalities being experienced by many of the City's citizens. The Edinburgh Partnership Community Plan 2018-28 describes how the Edinburgh Partnership will deliver the community planning vision for the City.

The key ambition of the Community Plan is to improve services, and deliver better outcomes for service users, citizens and communities. Specifically, the plan places a renewed focus on tackling all forms of deprivation and inequality, improving approaches to prevention, and improving neighbourhood partnership working.

To enable the SFRS to plan and deliver on a proactive and reactive basis, it is important to understand where and how demand for fire and rescue resources may arise in the short, medium and longer term.

Review of operational activity across Edinburgh indicates a general downward trend in overall activity levels over the last five years. In terms of fire related activity, accidental dwelling fires and fire casualties have seen a steady decrease year on year and the provision of early warning alarms has significantly to reducing the severity of fires within the home with the majority of incidents dealt with in their initial stages.

Deliberate fire setting on average accounts for just over 1 in 4 operational responses and trend analysis indicates fluctuation in levels of this activity type over the last five years. Analysis identifies deliberate fire setting is occurring on an ongoing basis, although peak activity has been identified in the same periods each year.

Whilst many incidents within Edinburgh are as a result of a confirmed genuine emergency, on average more than half of emergency responses made by the SFRS turn out to be false alarms. These alarms may be as a result of a genuine belief that a fire is occurring, which subsequently is confirmed not to be the case, or through malicious activity resulting in a report of fire being made knowing this report is false in its nature. There are also a number of warnings of fire generated by fire alarm systems which, following an attendance and investigation, turn out to be false in their origin. Currently attendances to premises which generate these false signals account on average for a quarter of all emergency responses within Edinburgh resulting in disruption to those within the premises in which the alarm activates and also to the SFRS who, on many occasions, are diverted from other activities to attend these incidents.

Reducing service demand, whilst developing the role of the SFRS as part of the ongoing process of public service reform, presents both challenges and opportunities for us to become more integrated in the community planning partnership environment. The recent introduction of the Community Empowerment (Scotland) Act 2015 has resulted in the development of four Locality Improvement Plans covering the North West, North East, South East and South West areas of the city through a process of local planning designed to deliver local outcomes that make a positive contribution across Edinburgh communities and to reduce inequalities. In developing this Local Fire and Rescue Plan, the SFRS will seek to ensure its activities compliment and support the locality planning process and local priorities.

With the development of the local community justice strategy within Edinburgh following the introduction of the Community Justice (Scotland) Act 2016, the SFRS will ensure, as a

partner within the Community Justice Authority, its resources contribute to support the delivery of the strategy.

Performance Scrutiny

Overseeing the performance of the SFRS at local level is the responsibility of Edinburgh's Corporate Policy and Strategy Committee. Within this forum the Committee undertakes the process of scrutiny to monitor progress against the priorities within the Local Fire and Rescue Plan and also engages with the Local Senior Officer in matters arising on a regional or national basis.

Local Priorities

1. Operational Resilience and Preparedness

The Fire (Scotland) Act 2005 and the Fire (Additional Function) (Scotland) Order 2005 define the duties and responsibilities for the SFRS in relation to responding to emergencies. It is essential our firefighters possess the skills, knowledge and expertise to respond to incidents, which by their nature, can be varied in both their type and complexity.

It is important our firefighters understand the risks across their communities to ensure the level of risk is matched by an appropriate level of operational response. In gathering this knowledge, appropriate training is carried out to safeguard firefighter safety and to ensure any such response results in an effective and efficient deployment of our resources.

There will also be occasions whereby the nature of an emergency will require a combined response by emergencies services and other organisations to deal with such a major event. To ensure a co-ordinated response occurs, additional duties are placed upon the SFRS under the Civil Contingencies Act 2004 to prepare and be able to respond to deal with major emergencies. The scope of such preparations may include responding to adverse weather events, natural disasters, pandemics, chemical incidents or major transport incidents. The threat of terrorism also compels the SFRS to ensure it can also respond alongside other partner agencies should such an event occur.

As an emergency responder, the SFRS needs to ensure it has the capability and the capacity to plan, prepare and respond to major emergencies. Working in partnership at a local and national level, the multi-agency approach requires a joint approach to assess these risks in order to develop appropriate response plans. Following their development, these plans require to be tested to support a return to normality when a significant event and subsequent disruption arises.

As Scotland's capital city Edinburgh has a tradition of hosting large public events such as the annual Festival and Hogmanay celebrations, Royal and VIP visits, concerts and celebrations. A large proportion of these require detailed planning and coordination with partner agencies such as Police Scotland, City of Edinburgh Council and the Scottish Ambulance Service. The planning in preparation for a large proportion of these events requires a multi-agency approach to ensure public enjoyment and safety and SFRS is a key partner in this work.

We recognise the potential for the role of the SFRS to evolve which provides scope to further protect those members of our communities from harm in the event of an emergency. Assisting other agencies in emergency situations, such as responding to 'Out of Hospital Cardiac Arrests' is one example where resources can be combined to maximise the potential for positive outcomes for those requiring assistance. The opportunity also exists to promote and support community resilience to improve the survivability rates from cardiac arrests through active engagement and education across Edinburgh communities.

We will achieve it by:

- Identifying and assessing the risk to our communities through Operational Intelligence gathering.
- Undertaking planned training events to support the acquisition and maintenance of skills to provide the capability to respond to emergency incidents.
- Reviewing our operational responses to incidents to ensure ongoing firefighter safety and to ensure the ongoing protection our communities from harm.
- Working in partnership to plan, prepare and test our responses to major emergencies.
- Continuing to draw upon our experience of multi-agency event planning to ensure that all events within Edinburgh are safe, successful and enjoyable, minimising disruption to the city and maximising public safety.
- Supporting and promoting the reduction of harm from 'Out of Hospital Cardiac Arrests.'

Performance Indicators:

- Reviewing the number of intelligence gathering visits made analysing the use of this intelligence at operational incidents.
- Participating in major event debriefs to continually improve the planning process.
- Reviewing partnership plans and our own response to larger multi-agency type events.

- Support the wellbeing and safety of Edinburgh residents and visitors to the city.
- Ensure the safety of the personnel from all agencies who respond to emergencies and promote an early return to normality should an incident occur.
- Ensure Edinburgh remains a city of choice for national and international events.

2. Domestic Fire Safety

Fire safety within the home is a key prevention strategy for the SFRS as the consequences of fires within the home can result in a range of impacts on individuals, families, social landlords and communities. For organisations the requirement to respond, intervene and deal with the aftermath of domestic fires places demand on resources. To reduce this demand, it is essential approaches to prevention are evidenced based in order to maximise and focus resources to make the biggest impact to safeguard those most at risk of fire.

Analysis of accidental dwelling fire data identifies cooking as the most common cause of fires within the home in Edinburgh and also the most prevalent cause where fire related injuries are sustained by occupants. Those who are deemed at risk from fire may also have other vulnerabilities and impairments due to age, health or mobility reasons and they may also be receiving support from other partners. The scope therefore exists to work more closely together to protect those most at risk from fire through effective information sharing.

In order to reduce the potential for fires to occur, influencing positive change in occupant behaviours through raising fire safety awareness will be at the forefront of our preventative activities. By increasing the ownership of working smoke detection, the means of giving early warning of fire will also contribute to mitigating the severity of fires and fire related injuries within the home. By using assistive technology such as 'Telecare', the opportunity exists to further enhance the safety of those who are at risk from fire.

We will achieve a reduction in domestic fires by:

- Promoting and undertaking Home Fire Safety Visits to those deemed at risk from fire.
- Working with our partners in Edinburgh to share information where fire risks within the home have been identified and to provide solutions to protect those who are at risk.
- Focusing engagement activities in those areas where service demand has been identified.
- Supporting the provision of assistive technology within the home to increase occupant safety.

Performance Indicators:

- Reviewing the number of accidental dwelling fires and their severity.
- Reviewing the number and the severity of fatal and non-fatal fire related injuries.
- Increasing the presence of working smoke/heat detection within homes affected by fire.

- We aim to reduce the number of accidental dwelling fires in Edinburgh by 5% per
- Support the safety and well-being of Edinburgh residents.

- Support the independent living of vulnerable members within our communities.
- Reduce the social and economic cost of fires and fire related injuries.
- Reduce demand on the SFRS and its partners.

3. Unintentional Injury and Harm

It is not uncommon for those at risk from fire to also be at risk from other injuries within the home, in particular from injuries arising from slips, trips and falls. Requests to the SFRS to provide assistance directly through a first responder role or to provide support to other agencies are increasing. Analysis of data indicates falls are a common cause of accidental deaths and injuries and account for a significant proportion of admissions to hospital. Those persons injured through falls may often be affected by other medical conditions such as dementia. The SFRS has a role to play in contributing to the protection of those at risk from injury and harm within the home. Through operational attendances and delivery of home fire safety visits, we have the opportunity to identify those at risk and through an assessment of such risk, refer individuals to partner organisations for additional support.

Out with the domestic environment, the SFRS responds to a range of non-fire related emergencies. The most common incident of this type within Edinburgh is attendances at Road Traffic Collisions (RTCs) which result in the majority of non-fire related injuries. Responding to RTCs is a statutory duty for the SFRS, however a collective approach is required amongst community planning partners to support risk reduction measures. As a partner, the SFRS will support the education of young drivers who are considered to be an 'at risk' group and support other initiatives intended to reduce the instances and impact of RTCs within Edinburgh.

We will achieve a reduction in accidental injury and harm by:

- Utilising our Home Fire Safety Visit programme to assess for non-fire related risk and refer those deemed at risk from injury and harm to partners to provide additional support.
- Working in partnership to deliver targeted road safety programmes to young drivers.
- Focusing resources where demand has been identified and deliver key safety messages.

Performance Indictors:

- Reviewing the number of requests for assistance from other agencies and for the provision of medical and first responder support.
- Reviewing the number of attendances at RTCs and the frequency and severity of injuries arising from RTCs.
- Reviewing the number of other non-fire related emergencies and the frequency and severity of injuries arising from these incidents.

- Reduce the social and economic cost of unintentional harm and injury.
- Support vulnerable members within our communities to live independently within their communities.
- Ensure the safety and well-being of those living, working and visiting Edinburgh.

4. Deliberate Fire Setting

Deliberate fire setting accounts for a significant number of operational incidents within Edinburgh and takes various forms. Whilst a small proportion involve occupied buildings, vehicles and outdoor structures (primary fires), the majority of deliberate fires are classed as secondary in nature and commonly occur in outdoor locations in waste and waste containers.

Analysis of incident data identifies deliberate secondary fires occurring throughout the year, however peak activity is noted in the spring time, during the bonfire season and when prolonged periods of dry weather arise. Deliberate fire setting is regarded as anti-social behaviour and is also criminal in nature. These acts can lead to serious consequences such as personal injury, damage to property and the environment. Dealing with instances of deliberate fire setting also diverts fire and rescue resources from other meaningful activities.

Working in partnership, we will seek to combine our information to identify those parts of our communities that are being affected by anti-social behaviour in order to reduce such instances whilst tacking the underlying causes of such behaviour. On some occasions the SFRS will work with Police Scotland to investigate deliberate fire setting to determine the cause and if possible those responsible for such acts. Diversionary and engagement activity is regarded as an important approach in tackling anti-social behaviour and will continue to be part of our approach to raise awareness of the impact of this unwanted activity.

We will achieve by:

- Identifying those parts of Edinburgh's communities affected by deliberate fire setting and sharing this information with our partners.
- Utilising our Young Firefighters, Fire Reach, Firesetters and school's education programmes to raise awareness of the impact of fire related anti-social behaviour.
- Working with partners to develop joint strategies to reduce the risk posed by deliberate fire setting and to mitigate its impacts.

Performance Indicators:

- Reviewing the number and type of deliberate fire setting incidents within Edinburgh.
- Evaluating the effectiveness of our youth engagement programmes.

- We aim to reduce deliberate fire setting Edinburgh by 5% per year.
- Enable the SFRS to divert it resources towards other community based activities.
- Protect the natural and built environment.
- Support the promotion of active and responsible citizenship across Edinburgh communities.
- Support our communities in feeling safe from crime, disorder and danger.

5. Non-Domestic Fire Safety

In general, all workplaces and business are classed as non-domestic premises and as such come within the scope of Part 3 of the Fire (Scotland) Act 2005 (the Act) which places duties on persons responsible for these premises to comply with the Act and its associated regulations. The SFRS has a statutory duty to promote fire safety and where required enforce compliance with fire safety legislation. To discharge this duty and to secure compliance, the SFRS has adopted an approach utilising advice, education and where required formal enforcement powers.

Given the variety of premises which come within the scope of the Act, the SFRS has developed a fire safety enforcement framework which is based on the principal of risk combined with historical fire data across occupancy groups to create the fire safety audit programme. Those premises which present a higher degree of risk from fire are subject to regular fire safety audits to verify compliance.

The impact of fire can have a devastating impact on business, employment, the provision of critical services and also our heritage. Evidence suggests that premises affected by a serious fire experience a high failure rate. The SFRS will undertake its audit programme to support Edinburgh's ambition to grow its economy during this challenging period of economic recovery and seek to safeguard its culture, heritage and continuation of employment opportunities.

We will achieve it by:

- Undertaking our fire safety audit programme in accordance with the SFRS Enforcement Framework.
- Engaging with duty holders to promote responsible fire safety management of premises that come under the auspices of Part 3 of the Fire (Scotland) Act 2005.
- Working in partnership to ensure the appropriate provision of fire safety standards are incorporated in new premises under construction or premises undergoing material changes.
- Working in partnership with other enforcement agencies and organisations to support legislative compliance.

Performance Indicators:

- Reviewing the number of fires in non-domestic premises and the type of premises involved in fire.
- Reviewing the number and types of fire safety audits carried out across Edinburgh.
- Reviewing the outcome of fire safety audits carried out in non-domestic premises.

- We aim to reduce fires in non-domestic premises in Edinburgh by 3% per year.
- Enable the industrial, commercial and service sector to maintain business continuity and employment across Edinburgh.

- Reduce the potential for loss of life and injury.
- Protect Edinburgh's culture and heritage.
- Protect the natural and built environment and reduce the impact of fire on our communities.

6. Unwanted Fire Alarm Signals

Unwanted Fire Alarm Signals (UFAS) incidents are defined as "an event which has required an operational attendance by the Fire & Rescue Service due to the unwanted actuation of a fire alarm system". Common causes include engineer testing, aerosols, cooking, accidental call point actuation, dust, poor siting of detector heads etc.

These types of call continue to constitute over 30% of all calls received in Edinburgh and is draining on the operational resources required to respond. This impacts on all other SFRS activity in Edinburgh such as training and preventative work as well as reducing the resources available to attend genuine emergencies. There is also a financial cost in terms of unnecessary vehicle movements and the disruption of the normal business of the premises affected.

We will achieve it by:

- Engaging with premises owners/occupiers to identify the cause of every UFAS incident.
- Working with owners/occupiers to implement and support their management of fire alarm systems and the introduction of demand reduction plans.
- Identify premises which attract a significant operational response and re-assess the response required.

Performance Indicators:

- Reviewing the number of attendances at non-domestic premises and the type of premises generating UFAS across Edinburgh.
- Evaluating the outcomes of demand reduction plans to review progress and share good practice.
- Reviewing our operational responses to UFAS incidents to ensure they are based on an assessment of risk and demand.

- We aim to reduce unwanted fire alarm signals in Edinburgh by 10% per year.
- Minimise the disruption to business and service continuity across Edinburgh.
- Increase the capacity if SFRS to carry out other activities in the City.
- Reduce the risk to firefighters and the public whilst responding to UFAS incidents.
- Reduce SFRS's carbon footprint through less vehicle movements.

Review

To ensure this Local Fire and Rescue Plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once every three years. A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved. Following a review, the Local Senior Officer may revise the Plan.

Contact Us

If you have something you'd like to share with us, you can get in touch in a number of ways:

- Use the feedback form on our website to send an email www.firesecotland.gov.uk
- Contact Edinburgh Area HQ, 95
 McDonald Road Edinburgh EH7 4NS,
 or call 0131 550 4951
- Contact your local community fire station - details are listed on our website or in your local telephone directory.
- Write to us at the address at the bottom of this page.

We are fully committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.

We use all feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service.

We are proud to say that the majority of the feedback we receive is positive, and we are keen to hear examples of good practice and quality service delivery that exemplifies the standards of care that we strive to provide for the communities of Scotland.

In instances where our standards of service are questioned, we welcome the opportunity to investigate the circumstances, and are committed to correcting any lapses and using the learning outcomes to improve our future service delivery

If you would like a copy of this document in a different format or a version in another language please contact: Scottish Fire and Rescue Service, Service Delivery Area East Headquarters Claylands Road, Newbridge, Edinburgh EH28 8LF Tel: 0131 3445200 or alternatively visit our website www.firescotland.gov.uk



firescotland.gov.uk

Policy and Sustainability Committee

10.00am, Tuesday 6 October 2020

Police Scotland - City of Edinburgh Division Update

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To note the update from the divisional commander.

Andrew Kerr

Chief Executive

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

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



Report

Police Scotland - City of Edinburgh Division Update

2. Executive Summary

2.1 This report provides the update for April 2020 to June 2020 from Police Scotland on the City of Edinburgh division.

3. Background

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

4. Main report

4.1 This report covers the period April 2020 - June 2020 and is part of a regular update from the divisional commander to the Policy and Sustainability Committee.

5. Next Steps

5.1 Not applicable.

6. Financial impact

6.1 Not applicable.

7. Stakeholder/Community Impact

7.1 Not applicable.

8. Background reading/external references

- 8.1 Policy and Sustainability Committee 1 October 2019 Police Scotland City of Edinburgh Division Update
- 8.2 Policy and Sustainability Committee 25 February 2020 Police Scotland City of Edinburgh Division Update

9. Appendices

Report by the divisional commander

Policing for a safe, protected and resilient Scotland



EDINBURGH CITY DIVISION SCRUTINY REPORT Q1 April 2020 - June 2020



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Introduction by the Divisional Commander



I am pleased to present the Edinburgh City Division Scrutiny Report for April 2020 – June 2020, a period which covers the current times of unprecedented change and unique ongoing demands being experienced by us all.

With Scotland now well into the third phase of easing lockdown restrictions, I want to once again thank our communities for their continued support of the measures aimed at reducing the spread of Covid-19, protecting the NHS and saving lives.

By using both quantitative and quantitative data, this report analyses our performance in seeking to achieve our five new 2020 – 2023 local policing plan outcomes, namely: Addressing Violence; Reducing drug harm and targeting supply; Housebreakings and acquisitive crime; Dealing with disorder and Anti-Social behaviour and Making our Roads Safer

With the recent fair weather and the increase in those returning to work over the past couple of weeks, we are observing an increase in traffic on Edinburgh's roads, which includes cyclists and motorcyclists.

We have been carrying out Operation Close Pass, with more planned activity in the coming weeks and months, to highlight to drivers the need to ensure appropriate distance when passing cyclists. Our efforts to improve road safety for cyclists has been further supported by the creation of additional cycle lanes across the city.

Cyclists must also be aware of their responsibilities and we have been utilising our social media channels to provide safe cycling advice, particularly to those who are new to cycling on busy roads.

Our performance within this document shows some significant drops in crimes such as domestic housebreaking, vehicle crime and serious assaults. While incredibly positive, we are watching these trends closely, especially as more lockdown restrictions are eased.

Normally at this time, I would be looking forward to our bonfire night celebrations and Edinburgh's winter festivities. However with the ongoing Covid-19 restrictions in place, we will be re-evaluating what resources are required within the city centre over the coming months.

We have seen a decline in the number of tourists and visitors within Edinburgh, but that does not mean there will not be areas of high demand and our planning will take cognisance of this.

Thank you all once again for your overwhelmingly positive compliance to physical distancing and I hope within my next report we will be further forward to a new normality.

Chief Superintendent Sean Scott Divisional Commander City of Edinburgh Division



Summary of Local Policing Priorities

For the reporting period of 1st April to 30th June 2020, a total of 11199 crimes were recorded by Edinburgh Division. This is a reduction of 18.1% (2474 fewer crimes) compared to the five year average and 15.8% (2105 fewer crimes) last year to date (LYTD). Solvency has increased by 10.3% over the same five year period to 61.2%. The following summary provides a breakdown of the picture in respect of our Local Policing Priorities compared to the 5 year average or the LYTD which was the 2019/2020 reporting period.

Addressing Violence

Overall, violent crime in the city has reduced by 19.9% (358 fewer crimes) against the 5 year average and by 21.8% (401 fewer crimes) compared to last year to date (LYTD).

Murder has remained the same as the 5 year average (1 recorded crime). Attempted murder has remained the same as the 5 year average and LYTD at 7 recorded crimes.

Serious assault has reduced by 39.8% (35 fewer crimes) and robbery has reduced by 5.7% (4 fewer crimes) against the 5 year average. Common assault (including emergency workers) has reduced by 19.5% (319 fewer crimes) against the 5 year average.

Reducing Drug Harm and Targeting Supply

Partnership work with the National County Lines Co-ordination Centre continues, with the aim of reducing the opportunities for external Serious and Organised Crime Groups to supply controlled substances in Edinburgh, whilst also providing safeguards for exploited children.

Proactive enforcement has resulted in positive recoveries of illegal drugs, cash, related paraphernalia and the seizure of vehicles. Consequently total drug crime has increase by 22.3% (136 more crimes) against the 5 year average.

Targeting Housebreaking and Acquisitive Crime

Acquisitive crime has decreased by 31.5% (1529 fewer crimes) against the 5 year average and by 25.7% (1152 fewer crimes) LYTD.

Domestic housebreaking has reduced by 62.1% (243 fewer crimes) against the 5 year average and by 34.2% (77 fewer crimes) LYTD. Motor vehicle crime has reduced by 48.1% (360 fewer crimes) against the 5 year average and by 32.4% (186 fewer crimes) LYTD.

Theft from a lockfast place (excluding motor vehicles / dwellings) has reduced by 41.9% (31 fewer crimes), theft shoplifting reduced by 42.4% (443 fewer crimes) and common theft reduced by 47.0% (599 fewer crimes). Fraud has increased by 30.3% (92 more crimes).

Dealing with Disorder and Antisocial Behaviour

Overall antisocial behaviour has increased by 25.4% (3468 more crimes) against the 5 year average. This large increase is directly related to the reporting of offences and incidents in relation to Covid-19 regulations.

Overall Group 4 crimes (including vandalism, malicious mischief and fire-raising) have reduced by 38.8% (583 fewer crimes) against the 5 year average. Vandalism has reduced by 42.0% (557 fewer crimes) over the same period.

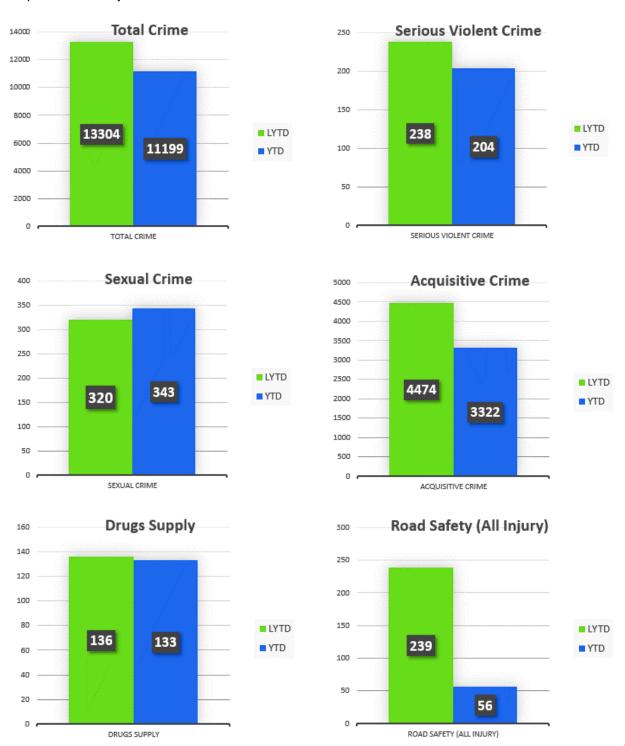
Making Our Roads Safe

Offences in relation to driving and the use of motor vehicles have reduced by 13.3% (288 fewer offences) compared to the 5 year average and reduced by 6.3% (127 fewer offences) against LYTD. Fatal collisions increased with 2 fatalities compared to 1 LYTD. There has been a 42.4% (14 fewer collisions) reduction in instances of serious injury collisions and a reduction of 82.4% (169 fewer collisions) in those resulting in slight injury.



Edinburgh City Division at a glance

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





Public Safety and Wellbeing

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

Addressing Violence

Group 1 crime includes: • Murder	Group 1 Recorded Crime	Group 1 Solvency
 Attempted murder Culpable homicide Serious assault Robbery 		
April – June 20/21	204	83.3%
April – June 5 year average	205	67.0%
% change from 5 year average	-0.5%	16.3%

- Overall Group 1 violent crime has reduced by 0.5% (1 crime fewer) against the 5 year average and by 14.3% (34 fewer crimes) on LYTD.
- S.1 Domestic Abuse Scotland Act offences have reduced by 11.8% (6 fewer crimes) against LYTD, however it is noted their presence continues to affect the overall Group 1 picture. When excluding S.1 Domestic Abuse Scotland Act offences, overall Group 1 crime has reduced by 22.4% (46 fewer crimes) against the 5 year average.
- Solvency has increased by 16.3% to 83.3% against the 5 year average. All violent crime continues to be overseen by the Violent Crime Board ensuring all investigative opportunities are identified and emerging patterns and trends are acted upon.
- 1 murder has been recorded this year, which is the same as the 5 year average and has reduced by 66.7% (2 fewer crimes) on LYTD.
- 7 attempted murders have been recorded this year, which is the same as the 5 year average and LYTD. Solvency has increased by 14.3% to 100%.
- Serious assaults have reduced by 39.8% (35 fewer crimes) against the 5 year average and by 29.3% (22 fewer crimes) on LYTD.
- Robbery has reduced against the 5 year average by 5.7% (4 fewer crimes) and by 10.4% (7 fewer crimes) on LYTD.



QUOTE

Detective Chief Inspector Graham Grant:

"I am pleased to report the reduction in violent crime across Edinburgh Division. In some ways that reduction is what we would have forecast during a unique period for the city, throughout the more rigorous phases of Covid-19 control measures. The resultant changing face of the capital both in terms of the reduction in tourism, footfall, and the effective closure of our night time economy naturally had a significant impact on reducing disorder and the consequent reduction of violent crime."



Group 2 crime includes: • Rape	Group 2 Recorded Crime	Group 2 Solvency
 Sexual assault Lewd and libidinous practices Communicating indecently Disclosing intimate images 		
April – June 20/21	320	60.9%
April – June 5 year average	293	51.8%
% change from 5 year average	9.4%	9.1%

- Overall Group 2 sexual crime has increased by 9.4% (27 more crimes) against the 5 year average, however has reduced by 6.7% (23 fewer crimes) on LYTD.
- The increase in recorded crime has been influenced by the offence of Communicating Indecently. This has increased by 161.7% (35 more crimes) compared to the 5 year average and by 33.3% (14 more crimes) on LYTD. Communications offences of all types have increased during lockdown.
- Solvency has increased by 9.1% against the 5 year average and by 19.5% on LYTD.
- Rape has increased by 11.6% (5 more crimes) against the 5 year average and by 12.5% (6 more crimes) on LYTD. The increase in reports of rape is a consequence of a number of proactive operations into non-recent sexual offences.
- Sexual assaults have reduced by 24.1% (28 fewer crimes) against the 5 year average and reduced by 34.6% (46 fewer crimes) on LYTD.



QUOTE

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

"The police were very responsive and empathetic. The female officer who noted my statement was so kind. She explained everything to me, what was going to happen and why. I was apprehensive about the medical and she made me feel as comfortable as I could. That reassurance and approach really helped me. The apprehension disappeared and it gave me confidence that I had done the right thing by reporting what had happened to me. I have been told I can call the police at any time if I'm scared or have any questions."



Drug Supply crime includes: • Manufacture or cultivation	Drug Supply Recorded Crime	Drug Supply Solvency
of drugsSupply of drugs to another (including intent)Bringing drugs into prison		
April – June 20/21	133	58.6%
April – June 5 year average	118	79.6%
% change from 5 year average	12.1%	-20.9%

- Total drug crime has increased 22.3% (136 more crimes) and solvency has reduced by 17.5% to 71.6% against the 5 year average. A reduction in solvency can, in part, be attributed to a delay in drug analysis results as a result of Covid-19 restrictions. Solvency will increase once analysis has been concluded.
- Production, manufacture or cultivation of drugs has reduced 20.0% (3 fewer crimes) and solvency has reduced by 21.0% to 75.0% against the 5 year average.
- Supply of drugs has increased 48.4% (37 more crimes) and solvency has reduced by 27.6% to 59.6% against the 5 year average.
- Possession of drugs has increased 24.6% (121 more crimes) and solvency has reduced by 16.8% to 74.5% against the 5 year average.
- Bringing drugs into prison has reduced 73.9% (20 fewer crimes) and solvency has reduced by 34.2% to 14.3% against the 5 year average.
- Partnership work with the National County Lines Co-ordination Centre continues, with the aim of reducing the opportunities for external Serious and Organised Crime Groups to supply controlled substances in Edinburgh, whilst also providing safeguards for exploited children.

Targeting Drug Supply



SPOTLIGHT ON DRUG SUPPLY

Detective Constable Heather Powell:

"As part of our continued proactive disruption of the drug supply chain, we instigated an operation into a cross border Serious Organised Crime Group with a footprint in Edinburgh which resulted in several houses being searched, cash recoveries, and disruption to the group's activities. During the inquiry a vulnerable male was identified who had been taken advantage of by this group and had previously been victim of similar circumstances. Safeguarding processes were instigated and he now has a full wraparound care and support package. This illustrates our commitment not only to robust enforcement, but towards a strategy that recognises the victims at the heart of these drug networks, and with a careful considered approach, utilising partner support, ensures their safety and wellbeing."



Targeting Housebreaking and Acquisitive Crime

Group 3 crime includes: • Housebreaking	Group 3 Recorded Crime	Group 3 Solvency
 Theft of / from motor vehicles Shoplifting Common theft Fraud 		
April – June 20/21	3322	33.2%
April – June 5 year average	4851	26.2%
% change from 5 year average	-31.5%	7.0%

- Acquisitive crime has seen a reduction of 31.5% (1529 fewer crimes) against the 5 year average and a reduction of 25.7% (1152 fewer crimes) on LYTD.
- Overall housebreaking, which includes domestic premises, businesses, sheds and garages has reduced by 35.8% (284 fewer crimes) against the 5 year average and has increased by 9.2% (43 more crimes) on LYTD. This rise has been driven by an increase of non-dwelling housebreakings (sheds and garages) by 145.0% (145 more crimes) on LYTD.
- Domestic housebreaking has reduced by 62.1% (243 fewer crimes) against the 5 year average and by 34.2% (77 fewer crimes) on LYTD. Solvency has increased by 9.8% against the 5 year average and by 16.8% on LYTD.
- Motor vehicle crime has reduced by 48.1% (360 fewer crimes) against the 5 year average and by 32.4% (186 fewer crimes) on LYTD.
- Shoplifting has reduced by 42.4% (443 fewer crimes) against the 5 year average and by 51.2% (631 fewer crimes) on LYTD.
- Common theft has reduced by 47.0% (599 fewer crimes) against the 5 year average and by 42.7% (504 fewer crimes) on LYTD.



QUOTE

Detective Inspector Jonathan Pleasance:

"I am pleased to report the reduction in acquisitive crime across Edinburgh Division during Q1. This has clearly been a unique period for the City and it is clear that some of the changes in behaviour associated with the Covid-19 pandemic, such as houses being continuously occupied and a less mobile population, have deterred crimes of dishonesty.

Even with a reduction in offences our dedicated Community Investigation Units have maintained their focus on tackling acquisitive crime. Across Edinburgh solvency rates for domestic and business housebreakings have increased during the period with the Community Investigation Unit bringing offenders to justice and reuniting stolen property with rightful owners.

Whist the slow emergence from lockdown may well see a slight increase in offending as the year progresses, the 5 year trend continues to see decreasing commission rates and increased solvency and I am confident that we can work alongside Edinburgh's communities to continue this positive trend going forward."



Group 4 crime includes:	ASB Group Recorded Incidents	Group 4 Crime
Culpable and reckless conductVandalismFire-raising		
April – June 20/21	13648	920
April – June 5 year average	10179	1503
% change from 5 year average	25.4%	-38.8%

- Anti-Social Behaviour (ASB) incidents have increased 25.4% (3468 more incidents), however overall Group 4 crime has reduced by 38.8% (583 fewer crimes) against the 5 year average.
- Fire-raising has reduced by 28.0% (20 fewer crimes) against the 5 year average.
- Vandalism has reduced by 42.0% (557 fewer crimes) against the 5 year average, and solvency has increased by 14.5% to 30.5%.
- Public nuisance incidents have increased by 171.5% (4323 more incidents) on LYTD, whilst neighbour disputes have increased by 63.6% (342 more incidents) on LYTD.

Overall Group 4 crime and antisocial behaviour incidents have been heavily affected by Government lockdown restrictions with a significant reduction in recorded crime, contrasting with a large increase in reports of ASB. This rise is attributed to Covid-19 related regulation and compliance calls being classed as ASB on our Command and Control system.

Community Engagement VOW Project



CASE STUDY

The VOW Project is a Police Scotland initiative that aims to reduce offending and harm to people in Edinburgh by building positive relationships with those caught up in the offending cycle and building a bespoke service for each person to meet their needs.

PS Janie Harman:

"In June 2020, a 16 year old male signed with our police and peer mentor diversionary partnership 'The VOW Project' after being asked to leave his home address following a physical altercation. It was established that he had undiagnosed mental health issues. The VOW Project managed to secure the client accommodation and managed to facilitate virtual weekly CAMHS support. He has been referred to Community Renewal, who provide assistance with employability and training. The client maintains regular contact with VOW and has achieved a 100% reduction in his offending since signing with the project."



The VOW Project appeared on BBC One's Panorama programme hosted by Kate Silverton.



Group 7 crime includes:	Group 7 Recorded Crime	Group 7 Solvency	
 Dangerous Driving Drink / Drug Driving Speeding Driving without a Licence Mobile phone offences Using a vehicle without an MOT certificate 			
Current Year to Date	1882	89.5%	
Year to Date 5 year average	2170.2	83.5%	
% change from 5 year average	-13.3%	6.0%	

- Group 7 crime has reduced by 13.3% (288 fewer crimes) and solvency has increased by 6.0% to 89.5% against the 5 year average.
- Dangerous driving offences have increased by 64.2% (34 more crimes) against the 5 year average.
- Driving without a licence offences have increased by 45.3% (57 more crimes) against the 5 year average.
- Driving without insurance offences have increased by 65.3% (213 more crimes) against the 5 year average.
- Fatal collisions have increased, with 2 fatalities compared to 1 LYTD. There has been a reduction of 42.4% (14 fewer collisions) in instances of serious injury collisions and a reduction of 82.4% (169 fewer collisions) in those resulting in slight injury.

Road Policing in Edinburgh



KEY FACTS

PS Jill Kirkpatrick – RPU:

"With the dramatic decrease in vehicle movement due to Covid-19, Road Policing in Edinburgh focused their efforts on patrolling the main arterial routes, providing support when needed to Response colleagues in the city. An increased capability to carry out proactive work has resulted in increases in stolen vehicle and controlled drugs recoveries.

Road Policing will continue to collaborate with our partners both internally and externally in the coming weeks and months to further promote road safety on Edinburgh's roads."



Operation Close Pass has been deployed to educate drivers and cyclists around safer use of the roads.



	All Domestic Abuse Incidents	Domestic Abuse Incidents Where Crime Is Recorded	Domestic Abuse Solvency
April – June 2020	1544	694	72.8%
April – June 2019	1468	664	59.0%
% change from LYTD*	5.2%	4.5%	13.8%

^{*} no 5 year average figures are available

- Domestic abuse incidents have increased by 5.2% (76 more incidents) against LYTD.
- Domestic incidents where a crime is recorded have increased by 4.5% (30 more crimes).
- Solvency has increased by 13.8% to 72.8% compared to LYTD.
- Domestic Scheme for Domestic Abuse Scotland referrals have continued to increase on last year. The scheme provides means of sharing information about an abusive partner's past. Increased numbers of applications are being received by partner agencies demonstrating a greater awareness of the scheme and its key role in the provision of protection to those who may be at risk of domestic abuse.

Domestic Abuse

The following quote, made by a victim of domestic abuse, has been provided by Women's Aid:



QUOTE

"Whilst I had phoned the police about my partner and how he had really frightened me, after I saw him being arrested I did not want to provide a statement or say anything else in case he found out it had been me that contacted the police.

I was then visited by an officer who spoke to me about how I felt, the danger I was in if I remained in the relationship, and what they could do to help keep me safe. This really helped, as the officer knew what they were talking about; it was like they knew what I was going through and it showed me that I wasn't alone.

The officer and their colleague helped me change the locks on my doors and gave me an alarm, which made me feel safe again in my own home. The officer also introduced me to Women's Aid and through the support of them and the officer, I have now been able to tell the police a lot more about what has happened to me. I didn't ever think I would be in a position to do this. I now know that if I contact the police I will get help."



	All Hate Incidents	Hate Incidents Where a Crime Is Recorded	Hate Crime Solvency
April – June 20/21	286	234	68.6%
April – June 19/20	382	319	54.3%
% change from LYTD *	-25.1%	-26.6%	14.3%

^{*} no 5 year average figures are available

- Hate incidents have reduced by 25.1% (44 fewer incidents), while incidents where a hate crime is recorded have reduced by 26.6% (85 fewer incidents) compared to LYTD.
- Solvency for hate crime has increased by 14.3% compared to LYTD.
- Racially aggravated crimes have reduced by 31.6% (50 fewer crimes) compared to LYTD, and crimes aggravated by sexual orientation have reduced by 75% (33 fewer crimes) compared to LYTD.
- The reduction in recorded incidents and crimes can be attributed to the reduction in use of public transport, the night time economy shutting down and the reduced footfall at shops.

Support for Victims of Hate Crime



SPOTLIGHT ON HATE CRIME

PS Mark Innes, Preventions, Interventions & Partnerships team:

"In anticipation of a potential rise in hate crime directed towards East Asian communities due to Covid-19, community work was undertaken to ensure people understood what constitutes a hate crime and the various ways in which it can be reported. Posters were created and translated into Chinese and Thai, then were delivered during reassurance visits to East Asian supermarkets, restaurants, take away establishments and places of worship. To ensure a holistic approach, further messaging was delivered through the Chinese Consulate, universities and sheltered housing. This was very well received by the community and was seen as good practice, with other local policing divisions adopting these tactics."



Shut Out Scammers

As part of the national 'Shut out scammers' Campaign a number of initiatives were undertaken within the North East. Notwithstanding the auspices of a national campaign, Leith is the most densely populated area of Scotland and has an ageing population, therefore the area is vulnerable to bogus workmen style crimes as well as other types of scams. Feedback from third sector agencies suggested that many elderly and vulnerable people felt increasingly isolated and vulnerable to this type of offence during the Covid-19 lockdown. As a result of this:

- Proactive patrols were carried out in areas which had historically been targeted by bogus workmen. Leaflets were handed out and local residents engaged with.
- Through engaging with local shops, Tesco, Asda and the Ocean Terminal, stalls were erected during the shopping period allocated to the most vulnerable, and officers were present with leaflets to offer advice. This was very well received and allowed Officers to interact with the most vulnerable members of our community. This also helped tackle the isolation that many were feeling, allowing them to be signposted to befriending services and third sector agencies still operating within the community.
- A number of seminars were held with staff in care homes to help them identify potential scams that residents might fall victim to.
- A series of posters and leaflets were distributed to common stairs in areas previously targeted.
- Patrols carried out at local banks and officers engaged with staff and customers ensuring elderly people were not victims of scams and supporting and reassuring bank staff and reminding them of the "Banking Protocol".
- Advice was shared with the community councils during their virtual meeting ensuring a dissemination through the community and a feedback of any issues directly into community officers.

These initiatives were very well received, particularly by staff at care homes and banking staff who felt more empowered to intervene and to contact the police. Many shoppers during the vulnerable shopping hour were particularly appreciative of advice and guidance and a number of potential telephone frauds and similar issues were averted due to the advice. The presence of police officers in these situations was welcomed by many who had seen other statutory services withdrawn due to the Covid-19 lockdown.



SPOTLIGHT ON NORTH EAST





Needs of Local Community

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

Vulnerable People – The Edinburgh Homelessness Resilience Group

To complement Inclusive Edinburgh's response to homelessness, the South East area established a multi-agency response, the Homelessness Resilience Group (HRG). Initially established during 2019, the HRG was remitted to embed support for the homeless during episodes of adverse weather.

With the Covid-19 pandemic posing unprecedented health risks for all, characterised by diverse and complex needs, the homeless community were particularly vulnerable. Whilst all Scottish Local Authorities were mandated to accommodate their respective communities, the HRG were unique in proactively reforming and repurposing in advance of any Scottish Government directive, with this early engagement / response undoubtedly delivering enhanced outcomes, both in the short and longer term.

Acknowledging the wealth and breadth of knowledge / skills / resources, and the benefits of collaboration, the Group membership was widened to include representation from all key statutory and voluntary sector stakeholders.

Working with common purpose the HRG addressed information sharing challenges to successfully co-ordinate the City-wide response, negating duplication and maximising positive impacts.

Key deliverables included:

Engagement With The Roma Community – This community were assessed as being particularly vulnerable as a consequence of language challenges, mistrust of authority, an apparent lack of appreciation of the risk posed by the pandemic, and having no recourse to public funds. Utilising officers with the requisite language skills, tailored engagement allowed for the risks to be explained and cultural differences to be understood and mitigated. This focused intervention allowed for repatriation for those that wished for it, or alternately the progression of applications for settled status within the UK for others. From a longer term perspective, engagement fostered an enhanced relationship with the community and secured access to the NHS vaccination programme.

Long Term Benefits For Service User – Recognising the opportunities afforded by this period of housing stability, in addition to basic provisions and health care, the HRG also focused on securing long term positive outcomes. Predicated on Community Planning principles, service users were encouraged to engage with recovery / education / benefit and employment professionals, with the aim of supporting their transition into permanent accommodation allied with a bespoke safeguarding framework.

Enhanced Professional / Community Relationships – Collaboration consolidated and enhanced our profile across statutory / non-statutory organisations and the homeless community within the City.

Synergy With Ongoing Workstreams - This work aligns with the priorities of the City's Local Outcome Improvement Plan, South East's Locality Improvement Plan and the ongoing work of the Poverty Commission.



SPOTLIGHT ON SOUTH EAST



Confidence in Policing

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

Police Scotland is committed to a monthly User Satisfaction Survey. A change in process in January 2020 now sees a minimum of 123 surveys being conducted by an external consultancy every month within Edinburgh, to provide feedback on the public's interactions with the police. Participants are sent SMS messages containing a link to a survey, which they then complete.

Results from June 2020 are provided below:

	Adequately Updated	Treated Fairly	Treated with Respect	Overall Satisfaction
June 2020	48.0%	87.0%	80.0%	67.0%
Force	53.0%	89.0%	79.0%	70.0%

Engagement and involvement are key aspects of policing, identifying local priorities, problem solving and ensuring our communities have confidence in policing. We work hard to use the findings of these surveys to identify areas for service delivery improvement.

Community Engagement – North East

Since 1st April 2020, analysis showed that the theft of Pedal cycles across the NE LAC, had increased by 50% based on LYTD figures, with some of the bikes stolen, being worth similar to that of a small car. Operation Curator was set up to tackle this and associated criminality.



SPOTLIGHT ON NORTH EAST

Activities included:

- Analysis carried out of areas affected to allow for a more targeted approach.
- Circulation of Crime Prevention advice in areas known to be affected by thefts from outbuildings/sheds.
- Video circulated via social media highlighting shed security.
- Liaison with our command and control centre to direct reports of bikes for sale on social media to Op Curator and Response officers.
- Bike marking schemes instigated across the area, promoting bike security and safety.
- Uniformed officers tasked with carrying out proactive stops of those believed to be involved in bike theft.
- Dedicated plain clothes officers deployed to stopping and checking out those believed to be using stolen bikes.
- Ongoing analysis of known intelligence, identifying those involved in bike theft and securing search warrants for the recovery of stolen property.
- Deployment of a decoy bike in areas known to be targeted by bike thefts.

Throughout the 4 week period numerous persons were stopped and bikes checked, resulting in the recovery of in excess of £20,000 of stolen bikes and reuniting 21 bikes with their rightful owners.

As a consequence of its success, Operation Curator has been extended for a further 12 weeks.



Positive Working Environment

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

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

Positive Working Environment

Training & Development

- National Wildlife Crime guidance for first responders has been published on our internal intranet.
- Plans are underway to recommence training to operational supervisors in respect of the new breath test device.
- A request has been made to develop guidance for neurodiversity learning issues, in consultation with our national Safer Communities team.
- 32 officers attended tutor constable courses scheduled in June to provide resilience for over 40 new officers arriving to the Division in August.
- Significant increase in Special Constable deployments during the Covid-19 pandemic during June, with Special Constables deployed for over 1200 hours compared to 469 hours in June 2019.



Special Constable Hansen, a data analyst for a bank, volunteered over 400 hours of her time from April to June.

KEY FACTS

Wellbeing & Awards

- Following a suggestion from staff in the Divisional Wellbeing Survey, a draft Edinburgh Division social page has been developed and will be ready to go live post Covid-19.
- Headline articles have been published to raise awareness of Mental Health Awareness Week, alongside offering and directing staff to support and assistance from our Employee Assistance Programme.
- Edinburgh Division's Preventions, Interventions and Partnerships department have advertised a free training package for staff on Suicide Prevention from the Zero Suicide Alliance.
- A request has been received to use the courtyard at Fettes as an outside seating area. We
 are looking to improve the garden by purchasing benches so staff can sit outside for
 refreshment breaks.
- A Cycle to Work social media short video is being produced to promote the scheme and promote physical health and wellbeing.



Sustainable and Adaptable Service

Police Scotland is sustainable, adaptable and prepared for future challenges

Virtual Courts

Virtual courts have been in the pipeline for a number of years, but due to the current pandemic, they were seen as a crucial function to maintain some business continuity for police and the courts system.

The rapid introduction required a swift investment in technology and change to current legislation at both the Crown Office Procurator Fiscal Service (COPFS) and within Police Scotland custody suites.

The virtual courts will provide;

- Direct link from the police holding station and the courts.
- Provide secure consultation for all accused and their lawyers.
- Provide a safe environment for all Police, Staff and custodies.
- Help maintain physical distance requirements ensuring court maintain business as normal.
- Limit the need to transport large numbers of prisoners all over Scotland.
- Allow prisoners with Covid-19 symptoms to also been seen in a controlled environment.

The role out of this technology was completed for trial at 5 police stations and 4 sheriff courts. As with all new ways of working there were some initial setbacks requiring resolution, however virtual courts are now up and running at all sheriff courts and 15 police custody holding stations across Scotland. All police custody centres will have this technology installed in the coming months.

High Court / Sheriff and Jury Court

In order to reinstate High Court trials and keep court staff and the public safe, virtual juries are being progressed. These juries will be in a separate room in their own protective "bubble" and are streamed into court and displayed on large TV screens within the court.





Crime Statistics

Overall Recorded Crime					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Group 1-5	7854	6411	-18.4	8047.8	-20.3
Group 1-7	13304	11199	-15.8	13673	-18.1
Group 1	238	204	-14.3	205	-0.5
Group 2	343	320	-6.7	292.6	9.4
Group 3	4474	3322	-25.7	4850.8	-31.5
Group 4	1378	920	-33.2	1503.4	-38.8
Group 5	1421	1645	15.8	1196	37.5
Group 6	3441	2906	-15.5	3455	-15.9
Group 7	2009	1882	-6.3	2170.2	-13.3

Overall Solvency Rates					
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Group 1-5	38.9	49.4	10.5	50.9	10.3
Group 1-7	51.3	61.2	9.9	36.1	13.3
Group 1	60.5	83.3	22.8	67.0	16.3
Group 2	41.4	60.9	19.5	51.8	9.1
Group 3	27.7	33.2	5.5	26.2	7.0
Group 4	19.5	34.8	15.3	16.9	17.9
Group 5	88.8	84.0	-4.9	91.2	-7.2
Group 6	63.3	68.7	5.4	64.8	3.9
Group 7	79.1	89.5	10.4	83.5	6.0



Group 1 – Non Sexual Crimes of Violence - Recorded								
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean			
Group 1 Total	238	204	-14.3	205.0	-0.5			
Murder	3	1	-66.7	1.0	-			
Culpable Homicide	2	0	-100.0	0.8	-100.0			
S1 Domestic Abuse	51	45	-11.8	10.2	341.2			
Att Murder	7	7	-	7.0	-			
Serious Assault	75	53	-29.3	88.0	-39.8			
Robbery	67	60	-10.4	63.6	-5.7			

Group 1 – Non Sexual Crimes of Violence – Solvency							
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean		
Grp 1 Total	60.5	83.3	22.8	67.0	16.3		
Murder	133.3	100.0	-33.3	120.0	-20.0		
Culpable Homicide	100.0	-	-	75.0	-		
S1 Domestic Abuse	54.9	77.8	22.9	54.9	22.9		
Att Murder	100.0	100.0	-	85.7	14.3		
Serious Assault	61.3	90.6	29.2	72.3	18.3		
Robbery	61.2	90.0	28.8	64.2	25.8		



Group 2 – Sexual Crimes – Recorded								
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean			
Total Group 2	343	320	-6.7	292.6	9.4			
Rape	48	54	12.5	48.4	11.6			
Sexual Assault	105	63	-40.0	88.6	-28.9			
Lewd & Libidinous	28	24	-14.3	26.0	-7.7			
Indecent Communications	42	56	33.3	21.4	161.7			
Threat/Disclose Intimate Image	24	21	-12.5	8.0	162.5			

Group 2 – Sexual Crimes – Solvency								
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean			
Total Group 2	41.4	60.9	19.5	51.8	9.1			
Rape	50.0	55.6	5.6	53.7	1.8			
Sexual Assault	37.1	69.8	32.7	38.8	31.0			
Lewd & Libidinous	46.4	29.2	-17.3	55.4	-26.2			
Indecent Communications	42.9	75.0	32.1	50.5	24.5			
Threat/Disclose Intimate Image	16.7	38.1	21.4	27.5	10.6			



Group 3 – Acquisitive Crime - Recorded							
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean		
Total Group 3	4,474	3,322	-25.7	4,850.8	-31.5		
Housebreaking Dwelling	225	148	-34.2	391.0	-62.1		
Housebreaking Non-Dwelling	100	245	145.0	196.8	24.5		
Housebreaking other	140	115	-17.9	204.0	-43.6		
Total Housebreaking	465	508	9.2	791.8	-35.8		
OLP Motor Vehicle	123	87	-29.3	242.0	-64.0		
Theft of Motor Vehicle	153	151	-1.3	217.6	-30.6		
Theft from Motor Vehicle	258	131	-49.2	230.6	-43.2		
Total Motor Vehicle	574	388	-32.4	747.8	-48.1		
Theft Shoplifting	1,233	602	-51.2	1,045.0	-42.4		
Common Theft	1,179	675	-42.7	1,274.4	-47.0		



Group 3 – Acquisitive Crime – Solvency								
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean			
Total Group 3	27.7	33.2	5.5	26.2	7.0			
Housebreaking Dwelling	25.8	42.6	16.8	32.8	9.8			
Housebreaking Non-Dwelling	24.0	6.5	-17.5	6.6	-0.1			
Housebreaking other	35.7	40.0	4.3	34.5	5.5			
Total Housebreaking	28.4	24.6	-3.8	26.7	-2.1			
OLP Motor Vehicle	6.5	13.8	7.3	7.9	5.9			
Theft of Motor Vehicle	24.2	39.1	14.9	24.3	14.8			
Theft from Motor Vehicle	7.0	19.1	12.1	7.2	11.9			
Total Motor Vehicle	11.7	25.5	13.8	12.7	12.9			
Theft Shoplifting	53.3	66.3	13.0	55.1	11.2			
Common Theft	16.1	25.3	9.2	13.8	11.5			



Group 4 – Fire-raising, Vandalism etc Recorded								
19/20 20/21 % change from 19/20 5 year mean from 5 year mean								
Total Group 4	1,378	920	-33.2	1,503.4	-38.8			
Fire-raising	53	51	-3.8	70.8	-28.0			
Vandalism	1,225	770	-37.1	1,327.4	-42.0			
Culpable & Reckless	98	96	-2.0	104.4	-8.0			

Group 4 – Fire-raising, Vandalism etc. – Solvency								
19/20 20/21 % change from 19/20 5 year mean from 5 year mean mean								
Total Group 4	19.5	34.8	15.3	16.9	17.9			
Fire-raising	11.3	17.6	6.3	18.4	-0.7			
Vandalism	19.1	30.5	11.4	16.0	14.5			
Culpable & Reckless	29.6	79.2	49.6	25.9	53.3			



Group 5 – Other Crimes – Recorded								
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean			
Total Group 5	1,421	1,645	15.8	1,196.0	37.5			
Carry offensive weapon	32	37	15.6	28.0	32.1			
Handling bladed/pointed weapon	64	72	12.5	57.0	26.3			
Bladed/pointed used in other criminality	51	37	-27.5	24.6	50.4			
Total offensive weapon	192	214	11.5	139.6	53.3			
Supply of drugs	136	133	-2.2	118.6	12.1			
Possession of drugs	651	611	-6.1	490.2	24.6			

Group 5 – Other Crimes – Solvency							
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean		
Total Group 5	88.8	84.0	-7.2	91.2	-5.4		
Carry offensive weapon	84.4	94.6	7.5	87.1	11.3		
Handling bladed/pointed weapon	82.8	86.1	-3.7	89.8	-1.3		
Bladed/pointed used in other criminality	70.6	83.8	13.9	69.9	13.9		
Total offensive weapon	79.7	81.3	-2.1	83.4	0.9		
Supply of drugs	85.3	58.6	-20.9	79.6	-28.1		
Possession of drugs	86.8	74.5	-16.8	91.2	-12.8		



Group 6 Recorded Crime								
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean			
Total Grp 6	3,441	2,906	-15.5	3,455.0	-15.9			
Common assault	1,545	1,164	-24.7	1,510.0	-22.9			
Common assault - emergency workers	145	157	8.3	130.2	20.6			
Total Common assault	1,690	1,321	-21.8	1,640.2	-19.5			

Group 6 Solvency Rates								
	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean			
Total Grp 6	63.3	68.7	3.9	64.8	6.3			
Common assault	52.0	58.0	4.1	53.9	6.6			
Common assault - emergency workers	91.7	100.0	6.0	94.0	7.7			
Total Common assault	55.4	63.0	5.9	57.0	8.3			



Group 7 – Offe	ences Related t	o motor Vehicles
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	19/20	20/21	% change from 19/20	5 year mean	% change from 5 year mean
Total Group 7	2,009	1,882	-6.3	2,170.2	-13.3
Dangerous Driving	43	87	102.3	53.0	64.2
Drink / Drug Driving	106	128	20.8	88.2	45.1
Speeding Offences	109	102	-6.4	232.8	-56.2
Driving whilst Disqualified	36	55	52.8	37.0	48.6
Driving without a Licence	92	184	100.0	126.6	45.3
Insurance Offences	301	541	79.7	327.2	65.3
Seat Belt Offences	43	20	-53.5	80.0	-75.0
Mobile Phone Offences	63	29	-54.0	125.0	-76.8
Driving Carelessly	175	162	-7.4	155.2	4.4
Using a MV without MOT	314	127	-59.6	282.4	-55.0



Police Scotland's Quarter 1 Performance Report for the Scottish Police Authority can be found here

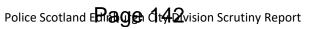
Police Scotland performance statistics by council and multimember ward area is available here

Should you desire any information that is not detailed on our website, you may submit an access to information request by following the instructions provided <a href="https://example.com/here/beauty-state-new-market-new-





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Adaptation and Renewal Programme

10.00am, Tuesday, 06 October 2020

Adaptation and Renewal Programme Update

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Note the latest position with regard to the latest guidance from Government following the announcement on the 22 September.
- 1.2 Note the decisions taken to date under urgency provisions from 14 August 2020 to 13 September 2020 outlined at Appendix 1.
- 1.3 Note the COVID-19 Response Dashboard outlined at Appendix 2.
- 1.4 Note the progress updates for the Adaptation and Renewal Programme and the milestone chart at Appendix 3.
- 1.5 Note that a report will be going to Finance and Resources Committee on 29 October with further proposals to deliver a sustainable budget for 2020/21.
- 1.6 Note the four longer term change programmes, which will evolve from the existing Adaptation and Renewal programme, and the proposal to launch a VERA exercise
- 1.7 Note the intention to publish a Business Plan and Workforce Plan at the time of completing the three-year revenue budget and 10-year capital budget in February 2021. A new Council Performance Framework would accompany this.
- 1.8 Refer this report to Council for approval of the use of earmarked reserves up to £14.8m from the Workforce Transformation Fund.

Andrew Kerr

Chief Executive

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Report

Adaptation and Renewal Programme

2. Executive Summary

- 2.1 Alongside the rest of the UK, Edinburgh has had to respond to the COVID-19 global pandemic. This has required changes to everyday life for all residents, businesses and city partners. It also continues to fundamentally change how the Council operates.
- 2.2 As agreed at the Policy and Sustainability Committee on 28 May 2020, the Adaptation and Renewal Programme continues to provide regular Committee updates. This is the fifth report to Committee on progress and covers decisions taken in period 14 August to 13 September 2020, the latest COVID-19 Dashboard and a wider programme update. It also includes an update on the planning that is underway for the 21/22 Budget process.

3. Background

- 3.1 The Council continues to respond to the COVID-19 global pandemic, while providing ongoing service delivery and the progression of Council priorities. The Council also continues to expand key frontline service delivery where it is safe to do so. This is to ensure the Council continues to manage the pandemic across the city working with a wide range of partners and is prepared for further outbreaks.
- 3.2 With a rise in transmission rates across Scotland and the continuation of phase three in the Scottish Government's Route map the Council continues on this path but we remain very mindful of the increasing infection rate and the latest guidance from the Scottish Government.
- 3.3 As agreed at Policy and Sustainability Committee on 28 May, the Adaptation and Renewal programme structure has been put in place to guide decision making and ensure future implementation of recommendations. The Adaptation and Renewal Programme consists of five officer working groups which report into a single programme board at the Corporate Leadership Team. The Adaptation and Renewal programme board meets weekly and its governance continues to be used to oversee the Council's overall response to COVID-19.
- 3.4 The political All-Party Oversight Group (APOG) supports the co-ordinated approach. It provides additional scrutiny and oversight of the Programme and feedback and will contribute to the development of options for Committee. The

- APOG last met on the 21 September and met with the Chair of the Poverty Commission to discuss its final report into Poverty in Edinburgh which is elsewhere on this agenda.
- 3.5 With the decision to remain in Phase 3 of Scotland's Route Map and, given current circumstances and likely scenarios related to projected case numbers over the coming months, the Council has undertaken to plan for future local restrictions or a lockdown. Officers' work on COVID-19 resilience planning is part of a wider concurrent risks approach and a report also on this agenda details the Council's framework for how it is preparing to manage the risk of further restrictions and potential outbreaks.
- 3.6 The report covers a suite of incident response protocols, tools for decision making, supplementary information and scenario-based action plans for the following (restrictions may be a combination of all five):
 - partial city area / sectoral shutdown
 - school(s) closure
 - movement restrictions
 - full city lockdown
 - temporary cessation / impact on Council activities
- 3.7 The report outlines the reasons for shifting the council's resilience planning approach to protocol and scenario-based, draws on lessons identified from the Council and other local authorities from the past 6 months, and highlights the clear need for a more flexible, adaptive framework for incident response.

4. Main report

COVID-19 Dashboard

- 4.1 The COVID-19 dashboard (Appendix 2) provides the latest position about key data relating to the pandemic. Content for the dashboard continues to be kept under review based on the emerging situation and any feedback received. In the September Committee there were questions about flu vaccinations and footfall in the Morningside Road. Follow ups to both these questions were provided
- 4.2 As with previous months officers will continue to refine the dashboard to ensure it is up to date and provides maximum insight.

Decisions taken from 14 August to 13 September

4.3 A full list of decision taken under urgency provisions by the Chief Executive in consultation with the Leader and Deputy Leader from 14 August to 13 September is at Appendix 1. Matters requiring a decision under urgency powers by the Chief Executive are discussed at CIMT which continues to meet twice a week or at CLT which also meets weekly.

Scottish Government Route Map – Phase 3

- 4.4 On 10 September the First Minister, due to the worsening public health position, announced further measures to reduce the infection rate in Scotland. These included:
 - 4.4.1 not meeting people from any other households in your home or another person's home socially, unless they are in your extended household (some exemptions apply);
 - 4.4.2 A maximum of six people from two households meeting in outdoor spaces and the number of households being limited as far as possible (Under 12s do not count towards the total number of people or are required to socially distance);
 - 4.4.3 A maximum of six people from two households can meet in public indoor spaces such as cafes, pubs and restaurants;
 - 4.4.4 Pubs, bars and restaurants will be required to close at 10pm and table service will continue to be required in all hospitality premises
 - 4.4.5 You should only car share with members of your own, or extended, household, and follow guidance when there is no alternative;
 - 4.4.6 Everyone who can work from home, should work from home;
 - 4.4.7 Travel overseas is not advised in the October break:
 - 4.4.8 Indicative dates previously outlined for lockdown easing on October 5 such as the return of fans to Scottish sports stadiums are "unlikely to go ahead" on that date; and
 - 4.4.9 Financial support of £500 will be made available for those on low incomes who have to self-isolate due to coronavirus.
- 4.5 Restrictions will be reviewed within three weeks by the Scottish Government.
- 4.6 The Council has been reviewing the impact of these restrictions and the increase in infection rate in Scotland on its services and buildings. Changes in services will continue to be reported to either the appropriate committee or through briefings and in reports if decisions are required to be taken quickly.

Adaptation and Renewal Programme

4.7 The Adaptation and Renewal Programme Management Office have developed a risk register for the programme. As previously reported to the Policy and Sustainability Committee this follows on from the one coordinated for the COVID-19 response. The risk register is considered every second Monday in full by the PMO and risks are escalated as appropriate to the Board. Each of the five officer working groups maintain their own risk register and can escalate any specific risks and any mitigating actions to the Board on a weekly basis, as well as feeding into the wider Adaptation and Renewal programme register. The PMO attend the Council's weekly Risk forum to ensure key risks are escalated and understood by a wider audience enabling links with other risk registers and cross Council actions to be taken forward.

4.8 Since the last Policy and Sustainability Committee, briefings have been delivered to the administration's Budget Core Group and all the Opposition Groups and covered the 2020/21 financial position; A&R progress update and high-level plans for the following 5-months to the February Budget. Since then a high-level milestone plan has been developed which provides an overview of what is being delivered.

Service Resumption and Officer Working Group Updates

- 4.9 Critical services have continued to operate throughout the pandemic many of which have moved to remote or digital forms. The Service Operations Working Group has worked to bring essential services back into operation.
- 4.10 The focus has been on supporting our most vulnerable citizens at this challenging time through continued expansion of the services delivered through Council Resilience Centres and supporting the return of critical social work services including Criminal Justice, adult, disability and children's services as well as working with Health and Social Partnership for key areas. Frontline customer service has been provided by the Contact Centre as well as planned the opening of six libraries in October.

Public Health Advisory Working Group

- 4.11 This officer working group brings together City of Edinburgh Council, NHS Lothian and the Edinburgh Health and Social Care Partnership (EHSCP) colleagues to ensure the effective communication and implementation of national advice concerning public health. The group seeks every appropriate opportunity to work across the region with other Local Authorities. The default position will be to follow all Scottish Government guidance as closely as possible when resuming or easing any service delivery as per the Route Map. The role of the Working Group is to interpret and ensure the practical application of the national advice in the Edinburgh context, working closely with experts across the Council in our Environmental Health, Health and Safety and Resilience teams.
- 4.12 The EHSCP are continuing to develop their 'return to transformation' programme. This intends to build upon their existing transformation programme, but efforts will be made to align programme timescales and budgetary decisions where possible.
- 4.13 The group continues to support the Council in the Test and Protect work and ensure the links to the other working groups are made as appropriate. As the virus continues to fluctuate within the community across the Lothians the group will prepare and be involved with planning for reductions in service delivery or how to support the requirement to step back up support for the most vulnerable groups, if partial lockdown is implemented.

Change, People and Finance Working Group

- 4.14 The Change, People and Finance Working Group continues to progress against its baseline plan.
- 4.15 The working group will develop the basis of a revised, balanced revenue budget for 2020/21, update the ten-year capital budget strategy and wider work to support the

- development of the revised Council Business Plan. Since the last report, the preapproved change proposals have been reviewed and work is now focussed on delivery and governance to drive savings and income targets proposals. Further detail will be provided in the paper to Finance and Resources on 29 October.
- 4.16 The working group has also developed an ambitious Digital and Smart City Strategy which is included elsewhere on the agenda. Work is progressing on delivery of the Smart City Operations Centre and a digital and smart city roadmap is being developed for 1,3 and 5 years.
- 4.17 Your Total Reward is finalising preparations to enter the consultation phase at the end of October and progress the Scottish Local Government Living Wage consolidation implementation for 1st April 2021. A draft plan and key performance indicators are in development for the People Strategy 2020-2024 and stakeholder engagement activities to shape the strategy are planned for October 2020.
- 4.18 Reinstatement of virtual Executive Committees went 'live' at the start of September and arrangements will be reviewed in December. In terms of Operational Governance activities, that fall within the scope of the Political and Operational Governance Project, a report is elsewhere on this agenda covering the next steps on Council assurance processes. Work has commenced with key stakeholders to review operational governance arrangements and it is anticipated delivery will be in two phases. The first phase is underway and will include a general review, including focus on assurance, governance and control gaps.

Life Chances Officer Working Group

- 4.19 The Life Chances Working Group is split into four separate workstreams.
- 4.20 Poverty & Prevention submitted a change proposal to the Adaptation and Renewal Programme Board on the 2nd September. The paper received a full endorsement with an action for further work on engagement and governance. Engagement workshops are now underway with a commitment to bring the developed proposals which will form a substantive element of the Council response to the Poverty Commission to the APOG for political input on 27 October.
- 4.21 A close report for the Immediate Support group has been produced and presented to the Officers Working Group. The plan details activities, the exit plan and the proposed arrangements in the event that the call centre services provided during lockdown needed to recommence.
- 4.22 Edinburgh Learns 4 Life has finalised its vision and goals, and at the time of publication, was presenting the work to the officers working group. This includes the workstreams and outputs they will deliver.
- 4.23 The Digital Learning and Teaching workstream started meetings on the 16 September and will provide an update to Life Chances OWG on the 25th September confirming outputs and milestones. There is a dependency here with the Digital and Smart City Strategy taking account of the changed economic landscape of the city and the Council's commitment to ensuring a green recovery. The strategy is in early development, with an aim to publish in March 2021.

Sustainable Economic Recovery Officer Working Group

- 4.24 The Economic Recovery Programme continues to seek to ensure Edinburgh's economy is as resilient as possible during the COVID-19 Crisis and adapts, so that people, businesses and communities can thrive in the future. Part of this work includes a revised City Economy Strategy, which is in early development, with an aim to publish in March 2021. The group has delivered several priority outputs and achievements to date.
- 4.25 The working group has also delivered several priority outputs to mitigate the impact of and support the economic recovery of the city from lockdown.
- 4.26 Created a safe and sustainable environment for offices, shops, education institutions, and transport providers to work.
 - 4.26.1 Ready Set Go project (set up to support local businesses) continues to engage and support City businesses to assist with recovery. The Councils social media reach through this project has been over 400,000 with over 50,000 direct communications with businesses ranging from COVID-19 Business Advice, Table and Chairs and licensing.
- 4.27 Accelerated the building of affordable homes across the city, and sustainable regeneration at strategic locations like Granton, Fountainbridge and with our partners at the Bio Quarter.
 - 4.27.1 The Council's affordable new build home construction programmes including Craigmillar and Fountainbridge are back up and running in a steady state operation (physical distancing can be maintained and/or with PPE use)
 - 4.27.2 Granton Waterfront: Officers are now preparing an Outline Business Case for upfront investment in the infrastructure needed to unlock the development. This is expected to be completed in spring 2021, with the bulk of work on-site commencing from 2022 onwards. Some elements of the development are moving forward more quickly, such as the restoration of Granton Station as business space, the first phase of which is set to commence in Q4 2020. Work is underway to scope what an acceleration of ambition and scale of the Granton development could look like as part of the city's green recovery.
 - 4.27.3 Fountainbridge: A masterplan for the development has been agreed and revised designs have been prepared for the residential and office buildings. An initial package of enabling works is well underway. An invitation to tender for a development partner to deliver the development was issued in August, with returns and interviews scheduled for October.
 - 4.27.4 Edinburgh BioQuarter: A prior information notice for the appointment of a development partner was published in June 2020 and a bidders day was held (virtually) in September. This is the first step in the process to appoint a partner to take forward the next phase of development.

- 4.28 Design and deliver a successor to the Edinburgh Guarantee, working with partners to offer short- and longer-term training and employment in the growth sectors of the future.
 - 4.28.1 The Council is actively engaging with leaders in the employability and skills sector about how we support people back into jobs and positive destinations and calling on key employers to partner with us on this. The launch of this is planned for the end of October, to coincide with the end of the furlough scheme.
- 4.29 Work with the organisations that make Edinburgh a global cultural capital to re-think their programmes & ways of working to adapt to a changed operating environment.
 - 4.29.1 To date we have released the Strategic Partners cultural grants to repurpose these resources towards crisis impact mitigation and planning actions going forward
 - 4.29.2 Re-purposed the new arts & health project fund resources to a resilience fund to be allocated via agreement by the Chief Executive and the Council Leaders.
 - 4.29.3 Progressed and awarded the Diversity and Inclusion Fund to ensure that the allocated project resources would still go out to the sector's artists and practitioners to facilitate on-going creative development (projects being deliverable in the COVID-19 environment)

Adaptation and Renewal: Medium to Longer Term Planning

- 4.30 The Adaptation and Renewal Programme was created in response to COVID-19. There are elements within the programme which are about responding to the immediate challenges facing the Council and the City. Others are longer in nature and speak specifically to the wider scale change required in order for the Council to fully achieve its longer-term ambitions and medium-term financial sustainability.
- 4.31 As was raised in the September Policy and Sustainability Committee a key outcome of this work is to deliver a revised council business plan, people strategy and performance framework at Full Council on 18 February. Given the programmes extensive remit and the ongoing pandemic, it is likely that the Adaptation and Renewal Programme and respective governance will continue to run past the February budget and at least until the summer of 2021. A full closure report would be undertaken at this point.
- 4.32 However, there are a number of new actions which need to be taken forward now to enable longer term change. The Corporate Leadership Team have begun work on scoping out a number of change projects which look at how the Council can manage the significant financial challenges whilst also delivering a fair and sustainable budget.
- 4.33 The scale of the financial challenge facing the Council means that a major change to resourcing and service delivery is likely to be required. Given this change it is recommended that the Council focuses on few, more significant proposals which,

- when taken together, can enable the Council to both deliver against its policy priorities and a sustainable budget over the medium term. The challenge facing the Council is that this level of change takes time to design and implement against a backdrop of significant financial pressures in 2020/21 and 2021/22. Officers will be bringing the latest position with regard to the Council's financial position to the October Finance and Resources Committee. This will include progress to date of 2020/21 savings in the current budget and work to manage in-year pressures.
- 4.34 Officers are also planning the use of other policies to reduce workforce costs, these include a targeted Voluntary Early Release Arrangements (VERA) campaign and where possible inviting colleagues to utilise the Flexible Work Options policy to reduce their substantive hours.
- 4.35 The above options will potentially enable the Council to make savings during the current financial year with full year saving being achieved from 2021/22, however, the impact of this cannot be fully assessed until we are clear on the parts of the organisations which will release staff. As with all changes to our staffing, there will be an impact which must be managed appropriately and with awareness of the wider needs for change and the potential for reductions in service delivery.
- 4.36 Engagement with Trade Unions and other stakeholders will be undertaken prior to VERA being utilised in a service area and progress updates will be provided to Finance and Resources on a regular basis.
- 4.37 Four new change programmes are being scoped which continue to build on the importance of a fair and green recovery and will form the basis of a new Council business plan. These programmes of work underdevelopment will both seek to address the financial savings required as a council as well as deliver the Council's policy priorities. A high-level description of each area of work is set out below but further work is underway to develop detailed business cases for discussions with members. Scoping papers for all these proposals are in development and further detail will be provided to the November Policy and Sustainability Committee.
- 4.38 **Poverty and Prevention**: Officers are developing a draft response to the Poverty Commission recommendations that address the immediate challenges of income maximisation and financial vulnerability in the city. Officers are also considering what a 10-year programme to re-design the traditional model of Council support with new ways of working in small teams across specialisms and sector boundaries to provide asset-based holistic integrated support embedded in communities. These proposals for short, medium and long term action will be brought back to the A and R APOG in October and would include wider workforce implications and partnership working with the IJB and the third sector.
- 4.39 **Wellbeing Review**: bringing together a wellbeing programme which looks to deliver clearer outcomes for the City. The council currently provides a range of services in the wellbeing space including libraries, Outdoor Centres, School Facilities, Culture and the overall relationship with Edinburgh Leisure. The focus will be on ensuring the best possible outcomes in terms of health and wellbeing for residents who most need it. Through engaging the wider private sector, third sector, and universities,

there is scope to ensure that citizens have access to high quality and affordable wellbeing services which places less burden on Council resources to provide. The Scope of this work would be done in partnership with Edinburgh Leisure recognising both their significant expertise in this space and their challenging financial situation as a result of COVID-19.

- 4.40 **Service Led Asset Based Review**: Consideration of how best to use the Council's estate and assets by looking at how services are used and delivered within communities across Edinburgh. Building on the work at MyGracemount, this work will also be aligned with the 2030 sustainability plan, the commitment to a green recovery and the onus on a locally embedded holistic approach to service design and delivery. It will oversee both the tactical disposal of assets which no longer fit within the wider service offer and longer-term work to assess our wellbeing offer as well as the Council moving to an ambitious prevention agenda. This Programme will need to be closely aligned with the Council's capital programme and decisions pertaining to this workstream will be prioritised for analysis of carbon impact through the newly developed carbon scenario tool.
- 4.41 **Our Future Council**: this work will oversee the Council restructuring and ensure the correct workforce and structures are in place to deliver a fair and green recovery. A review of Senior management was agreed as part of the 2020/21 budget and will form an important element of this work. This programme of work will also include taking forward the VERA process as described above and it is planned to commence the Senior Management VERA exercise in October 2020 if Council approves this approach, with further VERA exercises starting December 2020 once all relevant engagement has been completed.
- 4.42 Members will be aware that the Council maintains a transformation reserve to meet significant workforce restructuring costs, including staff severance, undertaken as part of organisational change programmes that will deliver recurring savings in future years. Taking into account planned realignment of reserves to be undertaken in 2020/21, the balance of this earmarked reserve currently stands at £14.8m. Subject to members' agreement, this report will be referred to Council for authorisation of use of relevant funds up to this level.
- 4.43 Work is underway to scope and capture the potential benefits and financial savings of these proposed programmes and reported back to committee in due course. However, given their long-term nature, they are however unlikely to deliver all the savings required in 2021/22 and officers are therefore looking at service standards across the Council to develop options where there are either discretionary services that could be stopped or reduced given wider financial pressures. An update on this work will also be provided to F&R in December.
- 4.44 It is the intention that this work will be used to develop a three-year business plan to guide change and delivery within the Council. The programme will result in a need to revise the Council Business Plan and accompanying performance framework. The business plan will set out the clear direction and strategic priorities for the organisation with clear deliverables, together with a long-term capital and revenue budget and SMART performance framework that includes detailed carbon impact

analysis supported by the newly developed carbon scenario tool. It will amalgamate, where necessary, any existing or competing strategic documents. It is recommended that the revised business plan will be for 2021-24 period.

5. Next Steps

5.1 Further details on the four new change programmes along with the high-level plan for a three-year Council Business Plan and Performance Framework will be brought to the next Policy and Sustainability Committee. This report will include the wider updates on the Adaptation and Renewal Programme.

6. Financial impact

- 6.1 The Financial implications of COVID-19 on the Council in both the short and long term are anticipated to be very significant. A report setting out the latest position will be presented to the Finance and Resources Committee on 29 October.
- 6.2 There are no further direct costs as a result of this programme at this stage.

7. Stakeholder/Community Impact

- 7.1 The Adaptation and Renewal plan will be informed by a range of insights created through engagement with stakeholders. These actions include:
 - 7.1.1 A new Edinburgh People Survey developed in partnership with NHS Lothian to look at service experience during the pandemic and views on new service delivery options
 - 7.1.2 Engagement on the Council's budget which will include strategic change and sustainability implications
 - 7.1.3 The Equalities Outcomes Consultation being conducted with local authority partners to identify priorities and actions that improve the lives of vulnerable and disadvantaged groups
 - 7.1.4 The Council and the Climate Commission will continue our conversation on climate, targeting individuals, groups and organisations to maintain focus on the 2030 target and drive individual and collective change
 - 7.1.5 The Council will conduct further engagement with Council colleagues on wellbeing and work behaviours during the pandemic to ensure colleagues are appropriately supported during this period of unprecedented change

8. Background reading/external references

8.1 P&S committee report - Adaptation and Renewal Programme 20 August 2020

9. Appendices

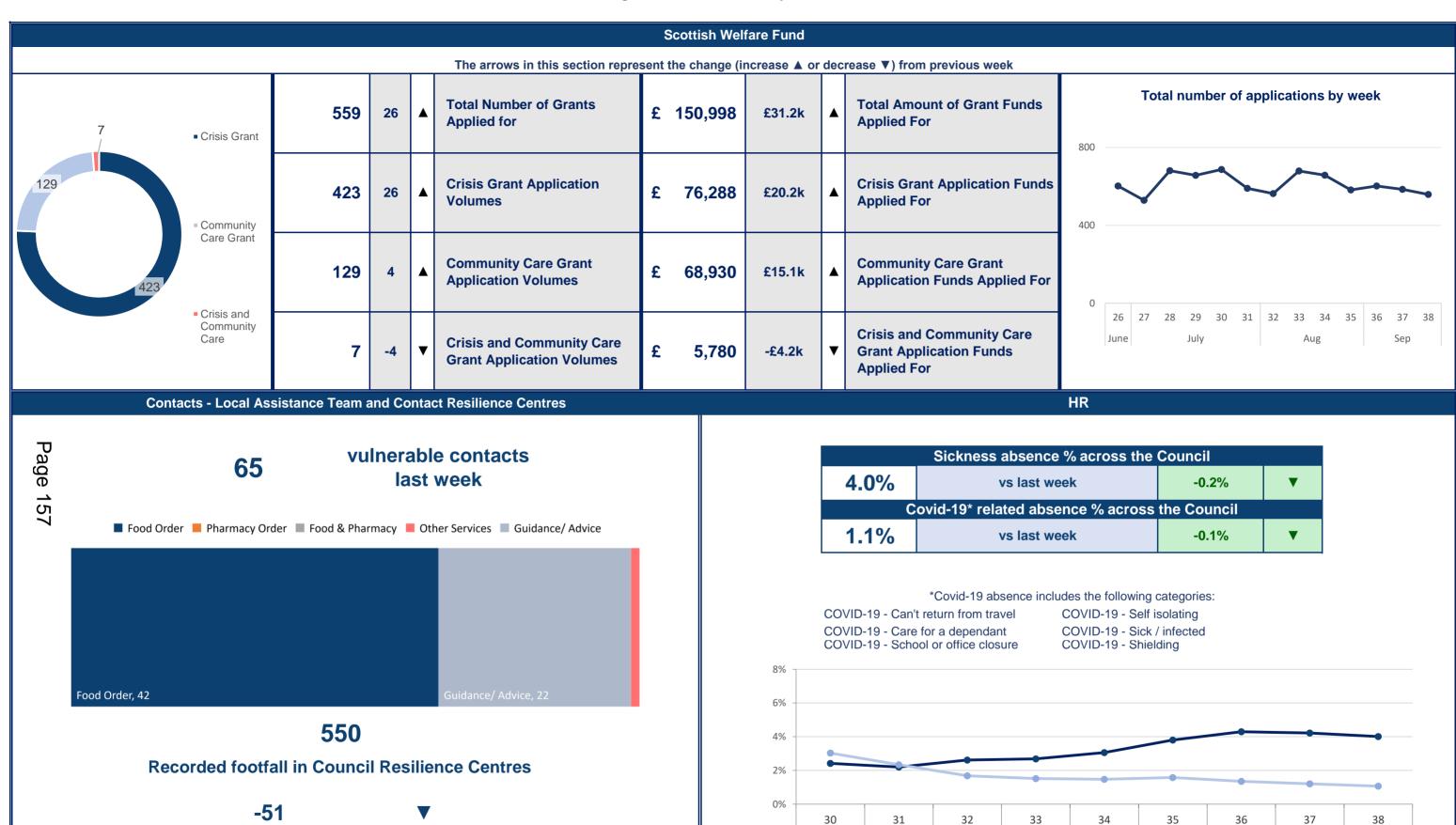
Appendix 1: Decisions taken to date

Appendix 2: Response Dashboard

Appendix 3: Milestone Chart

Ref	Appendix 1 – Decisions taken to date	Date
D185	No Recourse to Public Funds – Legal Position - agreed report for HHFW committee and that it should be public	14/08/20
D186	Rapid Rehousing Transition Plan – agreed report for HHFW committee	14/08/20
D187	Homelessness Services – Update - agreed report for HHFW committee	14/08/20
D188	Service Adaptation Proposal - Criminal Justice Social Work Unpaid Work	14/08/20
D189	Service Adaptation Proposal - Planning and building standards (note that this will be reviewed at later date on whether service continues to operate from this location)	14/08/20
D190	Service Adaptation Proposal - Throughcare and aftercare, looked after children	14/08/20
D191	Service Adaptation Proposal - Homelessness & Housing Support Advice Shop	14/08/20
D192	Service Adaptation Proposal - Scottish Chamber Orchestra Pre-Recording at Lauriston Castle for Doors Open Day	14/08/20
D193	Service Adaptation Proposal - Operation Unicorn – agreed to hold approval for meeting in the event it is required but to review at the time if necessary regarding guidance on use of buildings	14/08/20
D194	agreed to approve civic event for Riding of the Marches (included in Service Adaptation Proposal - City Officers 14/08) subject to confirmation that guidance will be followed and approval by Andrew Mitchell and Bob Allan	17/08/20
D195	Policy & Sustainability Committee meeting dates from Sept – agreed to option 1; LR to confirm if these meetings fit with A&R programme reporting	17/08/20
D196	Spaces for People Project Approval – Kings Place	17/08/20
D197	Service Adaptation Proposal – City Art Centre and Cultural Venues	21/08/20
D198	Service and Adaptation Proposal – Reinstatement of Essential Face-to-Face Learning and Development	21/08/20
D199	Service Adaptation Proposal – Resumption of outdoor, including detached, Youth Work	21/08/20
D200	Service Adaptation Proposal – Sandy's Community Centre	21/08/20
D201	Service Adaptation Proposal – Goodtrees Neighbourhood Centre	21/08/20
D202	Spaces for People Project Approval – Seafield Street and Arboretum Place	21/08/20

D203	Agreed to change from daily to weekly Covid-19 situation reports for vulnerable and shielding enquiries	24/08/20
D204	Agreed to proceed with service adaptation proposals for Face to face social work with children and families, Additional Staff for Housing Service within Council Resilience Centres and Refugee and Migration Team, subject to use of buildings which are currently in use only; to review capacity of CRCs and come back if there are any issues meaning other buildings would be required to open for services to resume	24/08/20
D205	Re-opening of sport pitches leased directly from the City of Edinburgh Council	28/08/20
D206	Early Years partner providers and childminders – Critical childcare payments July and August 2020	28/08/20
D207	Hosting the Annual Field and Garden of Remembrance Ceremony, Princes Street Gardens 2020	31/08/20
D208	Children's Entertainment Area Concession – Straiton Place Park, Portobello	31/08/20
D209	Lauriston Castle BBC Documentary Filming Request for 7 day Access W/C 7 September 2020	31/08/20
D210	C64 Edinburgh Flu Programme, West Princes Street Gardens	04/09/20
D211	Spaces for People proposals: Pennywell Road, Buccleuch Street, Causewayside	04/09/20
D212	Health Protection Powers (COVID)	04/09/20
D213	Reopening of Libraries paper	04/09/20
D214	Service Adaptation Proposal - C63 - Elections	07/09/20
D215	Service Adaptation Proposal - C60 – Customer - 6 Desks to support Housing Property	07/09/20
D216	Community Access to Schools – Briefing note to Elected Members (would be updated to include information on rising Covid-19 cases)	07/09/20
D217	Spaces for People Project Proposal – Queensferry High School	11/09/20
D218	Briefing Note – Library Adaptation and Renewal 4 September 2020 (would be circulated after AK's meeting with Cllr Wilson today)	11/09/20
D219	CIMT and CLT decision logs would be taken to the Risk Forum to ensure decisions are implemented and the Operations Managers would oversee them.	11/09/20



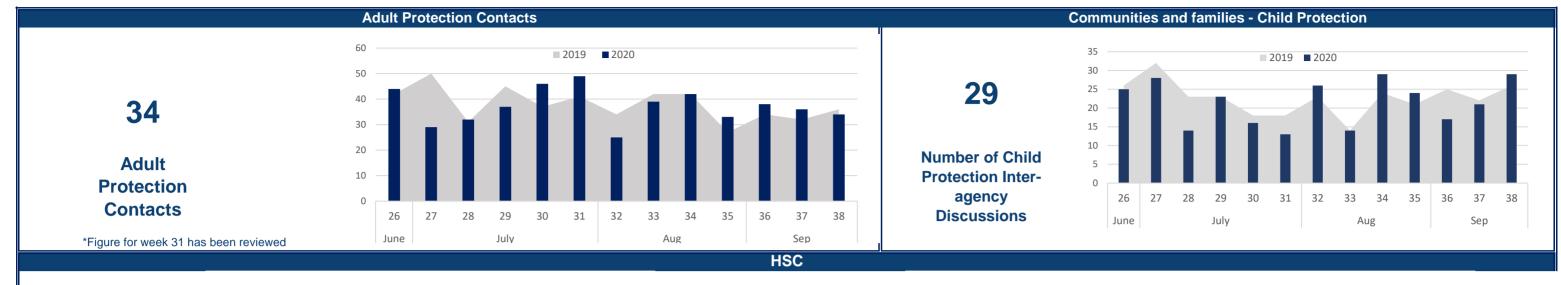
Jul

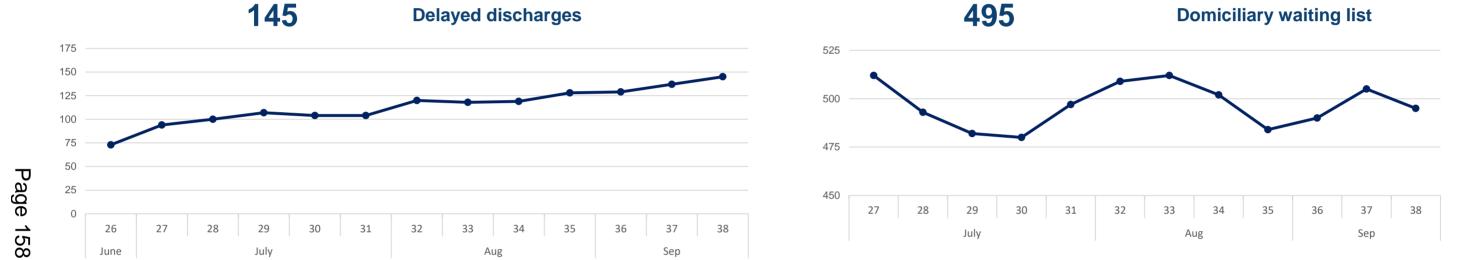
Sickness absence

Aug

Covid-19 absence

vs last week





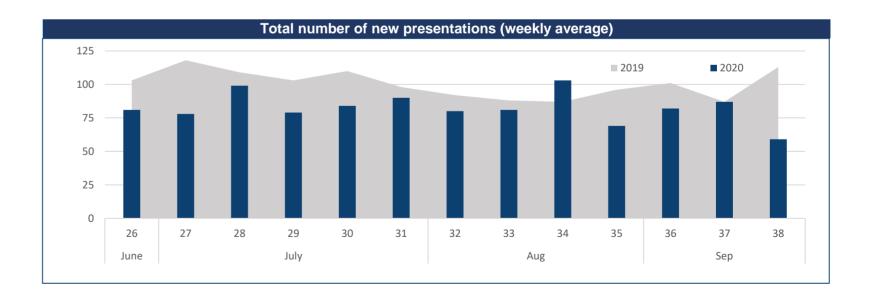
Homelessness



Total number of	new presentations (v	veekly average	e)
59	vs last week	-28	▼
59	vs last year	-54	▼



Number of families in B&B			
15	vs last week	-1	V
	vs last year	2	A



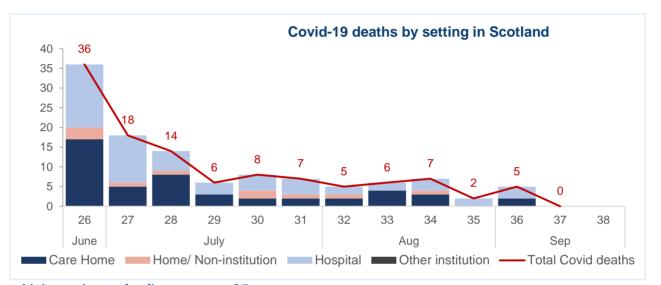
Covid-19 24,626 cases tested positive in Scotland 3,944 cases tested positive in NHS Lothian 2,505 patients who tested positive have died in Scotland 477 patients who tested positive have died in NHS Lothian 263 patients who tested positive have died in Edinburgh patients who tested positive have died in Edinburgh

Source: Public Health Scotland Last update: 22/09/2020

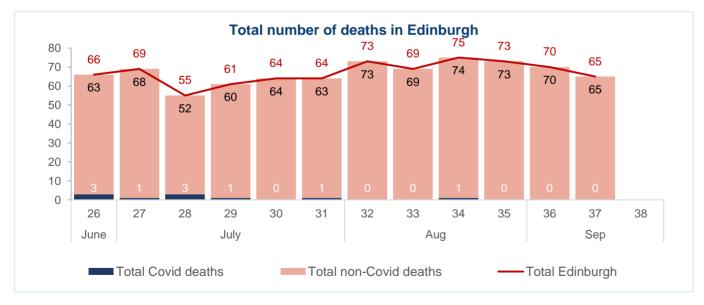
Updates:

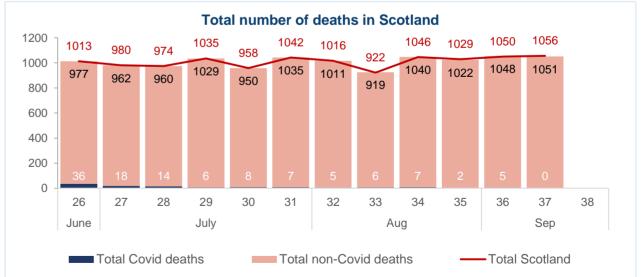
Page 159

- The cumulative figures are now extracted from Public Health Scotland open data, published daily.
- The figure for patients who tested positive and have died in Edinburgh is now made available by PHS open data.
- The Covid-19 deaths by setting in Edinburgh is no longer published by NRS.



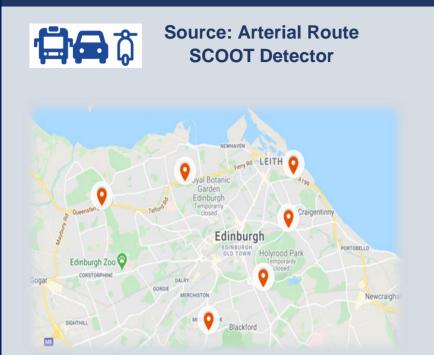
Values shown for figures over 25

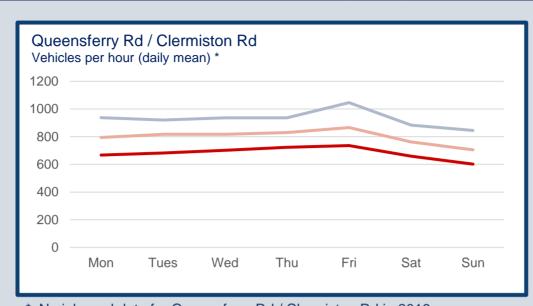


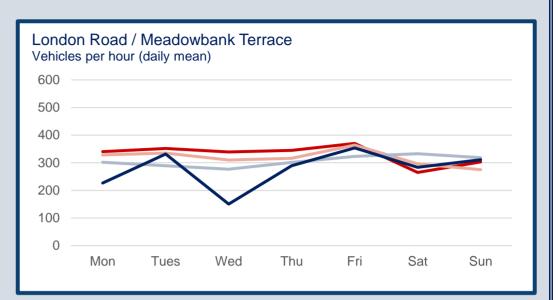


Source: National Records of Scotland (NRS)

Traffic Level - Weekly comparator





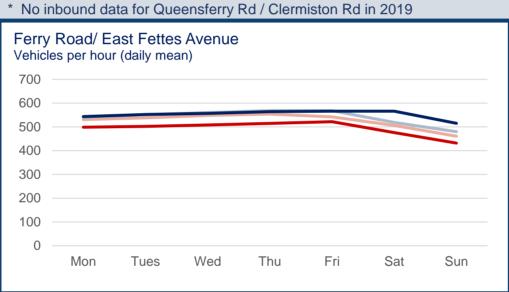


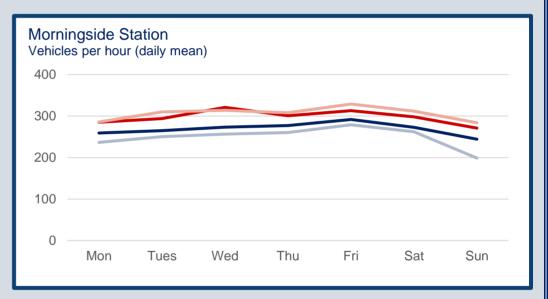
6 traffic signal sites:

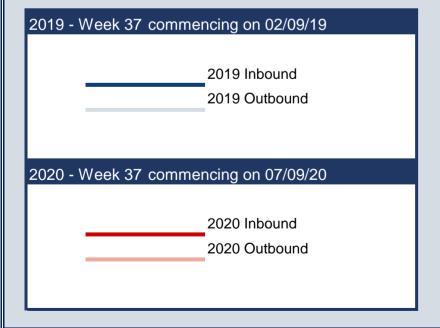
Queensferry Road / Clermiston Road North London Road / Meadowbank Terrace Ferry Road / East Fettes Avenue Morningside Station Dalkeith Road / Blacket Avenue Salamander Street / Seafield Place

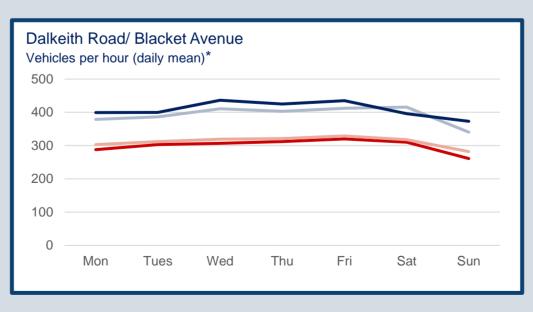
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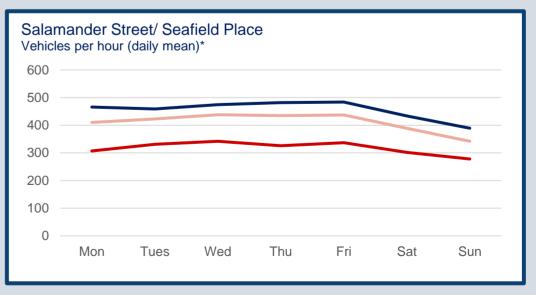
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*No data available for August 2019 – Inbound

Traffic Level - Annual comparator

2019 and 2020 Traffic Levels shown at Daily Peak in each month

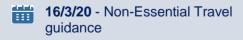




6 traffic signal sites:

Queensferry Road / Clermiston Road North London Road / Meadowbank Terrace Ferry Road / East Fettes Avenue Morningside Station Dalkeith Road / Blacket Avenue Salamander Street / Seafield Place

2019 Inbound 2019 Outbound 2020 Inbound 2020 Outbound





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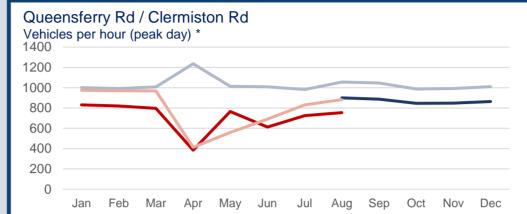
23/3/20 - Effective Lockdown

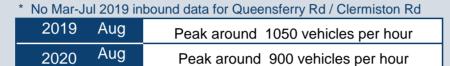
29/5/20 - Move to Phase 1 of easing lockdown

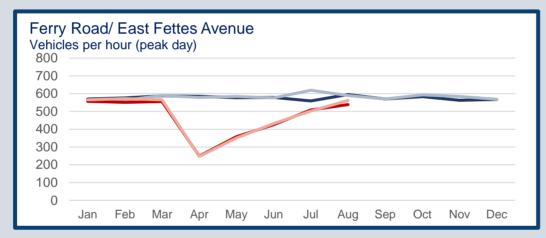
19/6/20 - Move to Phase 2 of easing lockdown

Key dates

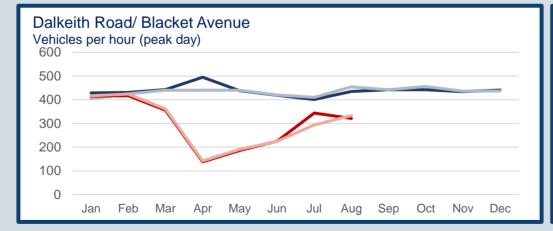




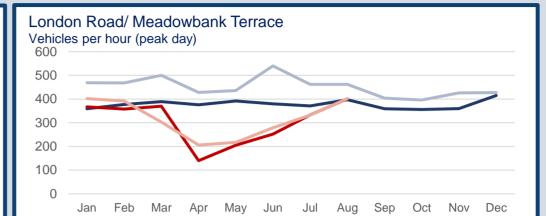




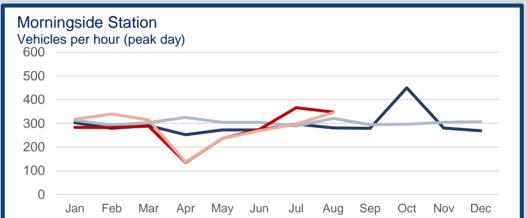
2019 Aug	Peak around 600 vehicles per hour
2020 Aug	Peak around 550 vehicles per hour



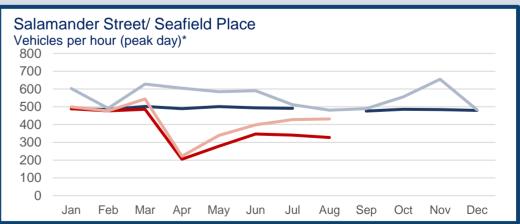
2019 A	ug	Peak around 450 vehicles per hour
2020 A	ug	Peak around 350 vehicles per hour



2019 Aug	Peak around 450 vehicles per hour
2020 Aug	Peak around 400 vehicles per hour



2019 Aug	Peak around 300 vehicles per hour
2020 Aug	Peak around 350 vehicles per hour



*No data available for August 2019 - Inbound

2019 Aug	Peak around 500 vehicles per hour
2020 Aug	Peak around 450 vehicles per hour

A&R Programme Key Milestones Q3 Q4 Q1 WORKSTREAMS SEP OCT NOV DEC JAN **FEB** MAR A&R Policy & Sustainability report to be published 06/10/20 - to go to Full Council **A&R Programme (Overall)** Finance and Resource Committee report to be published 29/10/20 - to go to Full Council Full Council – meeting to be held 19/11/20 Oct 20-Mar21 - ongoing focus on delivery of pre-(i) Agree basis of a revised, balanced revenue budget for 2020/21, (ii) updated Change, People & Finance 10yr capital budget strategy, (iii) refreshed change strategy approved & tactical change proposals Digital & Smart City Digital & Smart City - SCOP Phase 1 Delivery, CDE Phase 2 Delivery Strategy approved & People & Culture - People Strategy, Purpose Led Org. Roadmap Development. **VERA** applications Consultation (i) Operational Governance (Phase 1) YTR - Scottish Living commences concludes. **Wage Implemented** (ii) Immediate Political Management arrangements update Edinburgh Leisure - Workstream to meet end of Sep 2020 Service Operations Future Review of Libraries to be held end of 2020 **Future Resilience Centres** Asset Principles - target asset list to be rationalised end of Oct 2020 Sustainable Economic Culture Capital - Project to be kicked off in Sep 2020 Recovery Bio Quarter - bidders confirmed to meet in next few weeks Edinburgh Guarantee - Project given go ahead for end of Furlough Fountainbridge - interviews to be held for Project resources Oct 2020 Economy Strategy – deadline confirmed as March 2021. Holding paper to be published in Dec 2020 Immediate Support Workstream - Project Close report to Edinburgh Partnership 29/09 and discussed further with Life Chances 02/10 Edinburgh Learns for Life - Project update at OWG Board 25/09/20 Life Chances Digital Learning & Teaching - no key deliverables defined yet, meeting 16/09/20 updates to follow Poverty & Prevention – timescale of 4 week turnaround for proposals from stakeholders **Public Health Advisory** Will continue to provide support and guidance to the Council throughout duration of A&R Programme **Board**

Policy and Sustainability Committee

10.00am, Tuesday, 06 October 2020

Edinburgh Poverty Commission

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that the Policy and Sustainability Committee

- 1.1 Note the final report published by the Edinburgh Poverty Commission.
- 1.2 Express thanks and gratitude to the independent members of the Edinburgh Poverty Commission for leading the most comprehensive inquiry into poverty and its solutions ever conducted in any local authority area in Scotland, and in particular for the more than 600 hours of volunteer time they have committed to the work of the Commission.
- 1.3 Express thanks also to the over 70 organisations and 1,000 participants who took time to attend meetings, workshops, interviews, focus groups, and to submit the written evidence on which the Commission has based its findings.
- 1.4 Agree that the Council will commit to working towards the aim of ending poverty in Edinburgh by 2030 as defined by the four targets set by the Commission aiming that by 2030:
 - 1.4.1 No-one in Edinburgh needs to go without basic essentials they need to eat, keep clean, stay warm and dry;
 - 1.4.2 Fewer than one in people are living in relative poverty in Edinburgh at any given time;
 - 1.4.3 No-one in Edinburgh lives in persistent poverty; and
 - 1.4.4 No-one in Edinburgh experiences stigma due to their income.
- 1.5 Agree that the Council will work with the new End Poverty Edinburgh citizen group to ensure that the voices of people with experience of poverty continue to inform the way the Council plans and delivers services.



- 1.6 Agree to consider a comprehensive Council response to the final report of the Edinburgh Poverty Commission in December 2020. This response will take the form of a cross-council programme of work with clear commitments to Council action in the short, medium, and long term, and incorporating clear, measurable performance indicators.
- 1.7 Agree that the development of this response is supported with additional scrutiny by the Council's Adaptation and Renewal All Party Oversight Group.
- 1.8 Agree that, in doing so, the Adaptation and Renewal All Party Oversight Group adopts the remit of the Council's Poverty All Party Oversight Group and that, in line with proposed membership of that group, the Convener and/or Vice Convener of the Children and Education Committee are invited to all group discussions relating to poverty.

Andrew Kerr

Chief Executive

Contact: Chris Adams, Strategy Manager

E-mail: chris.adams@edinburgh.gov.uk | Tel: 0131 529 6258

Report

Edinburgh Poverty Commission

2. Executive Summary

- 2.1 This paper presents to committee the final report of the Edinburgh Poverty Commission.
- 2.2 The report proposes that Council commit, by December 2020, to agreeing a comprehensive programme of cross council actions in response to the findings of the Commission.

3. Background

- 3.1 In June 2018 City of Edinburgh Council agreed to support the launch of a new independent Edinburgh Poverty Commission and agreed that recommendations proposed by the commission will be used to inform the implementation of the Council Change Strategy. The launch of the Commission was similarly supported in June 2018 by the Edinburgh Partnership Board, with a commitment that the Commission findings would be used in the development and implementation of the Edinburgh Community Plan.
- 3.2 The Commission is an independent group made up of 12 people from a range of sectors and backgrounds, including citizens who have direct experience of living in poverty in Edinburgh. Jim McCormick, Associate Director Scotland for the Joseph Rowntree Foundation, is the chair of the Edinburgh Poverty Commission, with Cllr Cammy Day as vice chair.
- 3.3 In October 2019 the Finance and Resources Committee approved the adoption of addressing poverty and sustainability as the policy priorities which will provide a focus for development of the Council's budget for 2020-23.
- 3.4 In November 2019, and in February 2020 the Policy and Sustainability Committee noted the emerging findings arising from the work of the Commission and, in advance of final recommendations, agreed that officers would work with Edinburgh Partnership colleagues and other stakeholders to develop specific joint actions and options on selected key findings identified in the interim reports.
- 3.5 In May 2020, the Policy and Sustainability Committee approved a report on the Council Adaptation and Renewal Programme guided by three priorities of poverty,

- sustainability, and wellbeing, and noting the key role of Edinburgh Poverty Commission contributions to the development of this programme.
- 3.6 In June 2020, the Policy and Sustainability Committee received a report from the Edinburgh Poverty Commission on Poverty and Coronavirus in Edinburgh. This report was based on a short programme of interviews with citizens and organisations carried out over the first five weeks of the lockdown and other relevant findings from the commission's inquiry.

4. Main report

Progress to date

- 4.1 Edinburgh Poverty Commission was launched in November 2018 and over 18 months met 9 times in full session. During that period, the Commission held and took part in over 100 evidence sessions and project visits, met and heard from over 70 local organisations, commissioned significant new research into the experience of citizens living on low incomes and attitudes to poverty across the city and in total heard from more than 1,000 individual participants.
- 4.2 Taken together the Commission believes that this work represents the single most comprehensive city wide conversation on poverty ever conducted in Edinburgh, or any other local authority in Scotland. Meeting this objective has involved considerable support and engagement from citizens, from third sector and voluntary organisations, as well as from Council and partner agency officers and staff. Most of all, the work of the Commission has depended heavily on the continued commitment and leadership provided by its 12 independent commission members, who have collectively contributed well over 600 hours of volunteer time to the progress of this inquiry.
- 4.3 In the midst of drafting the final Edinburgh Poverty Commission report in March this year the lockdown to limit the impact of Covid-19 was imposed. The Commission decided to delay publishing the final report and in the meantime re-connect with many of the people and organisations it had met previously to hear what was happening across the city, to listen to concerns, fears and hopes and reflect on what this crisis means for poverty in Edinburgh, now and in the future. This testimony was published in the Commission's interim report in May 2020.
- 4.4 This final report now reflects on the evidence collected before Covid-19 and a presents the final findings of the Commission setting out the immediate, medium and long term actions needed to end poverty in Edinburgh.

Main findings

- 4.5 The Commission finds that:
 - 4.5.1 An estimated 77,600 people were in poverty in Edinburgh in the year prior to the coronavirus outbreak, representing 15% of all citizens but almost one in five of all children

- 4.5.2 People live in poverty in every area of the city. Almost two thirds of people on very low incomes live in areas out with those parts of Edinburgh commonly described as 'deprived' or 'disadvantaged'
- 4.5.3 Inequalities are entrenched in Edinburgh. A boy born in some affluent parts of the city can expect to live 21 years longer than one born in a poorer area. In schools, the city does better than the national average for pupils from affluent areas but worse for those from poorer areas.
- 4.5.4 Levels of child poverty in Edinburgh and Scotland have risen by more than 25% in the past five years, as have levels of in work poverty. 65% of all children in poverty live in a family where adults are in paid employment.
- 4.5.5 Over three quarters of people in poverty live in social or private rented accommodation and housing costs in Edinburgh are a key driver of high poverty rates in the city. Commission estimates suggest that 15,600 people in the city would not be living in poverty if Edinburgh's housing costs were closer to the Scottish average.
- 4.5.6 Poverty rates are anticipated to rise sharply during early 2021, while long term trends suggest a continued steady increase throughout the next decade. Without policy changes it is conservatively estimated that an additional 4,500 Edinburgh citizens could be living in poverty by spring 2021.
- 4.6 The Commission final report sets out an ambition to end poverty in Edinburgh by 2030, with clear targets to describe what meeting that ambition will require. The report asks the Council, and all Edinburgh Partnership members, to make a public commitment to adopt and work towards meeting the following four targets by 2030:
 - 4.6.1 No-one in Edinburgh needs to go without basic essentials they need to eat, keep clean, stay warm and dry
 - 4.6.2 Fewer than one in ten people are living in relative poverty in Edinburgh at any given time, and
 - 4.6.3 No-one in Edinburgh lives in persistent poverty
 - 4.6.4 No-one in Edinburgh experiences stigma due to their income.
- 4.7 To meet this ambition, the Commission final report provides a call to action to the whole city, and a framework of practical and deliverable actions.
- 4.8 At the centre of this framework the Commission makes a call for City of Edinburgh Council to take a lead role in implementing a radical new operating model for all public services in Edinburgh so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do. The approach outlined in the report would aim to embed the best available examples of personcentred service models into the core remit of all staff and empower them to work across professional boundaries to deliver whole household support embedded within local communities.

- 4.9 Alongside this core action the framework also sets out actions needed, by the Council, employers, public sector and third sector agencies across the city, to ensure that people in poverty in Edinburgh can expect:
 - 4.9.1 Fair work that provides dignity and security,
 - 4.9.2 A decent home we can afford to live in,
 - 4.9.3 Income security that provides a real safety net,
 - 4.9.4 Opportunities that drive justice and boost prospects,
 - 4.9.5 Connections in a city that belongs to us, and
 - 4.9.6 Equality in our health and wellbeing
- 4.10 Across all these actions, the report outlines those which require immediate and urgent response to address issues arising as a result of the covid crisis and current recession, as well as those which require longer term work and planning.
- 4.11 The recommendations set out by this Commission have aimed to focus predominantly on decisions and issues it is largely in the power of the city to address. In many cases, however, the Commission recognises that key actions are required by UK and Scottish Government to address fundamental structural issues that the city cannot take forward alone. Towards this, the framework also include specific asks for Governments at all levels to action. It is important to note the Commission's clear finding that targets to end poverty in the city cannot be met without action across all areas of the framework the report sets out, and without commitments from all actors, local, Scottish Government, and UK Government.

End Poverty Edinburgh Citizen Group

- 4.12 This report marks the end of the work programme begun by the Edinburgh Poverty Commission in November 2018. Alongside the asks it makes to The Council and Edinburgh Partnership to respond to this report, the Commission has also worked to establish a new independently funded citizen led group, provisionally titled 'End Poverty Edinburgh', to carry on the conversations and relationships started over the past 18 months. This group will aim to
 - 4.12.1 Continue to raise awareness and understanding of the experience and reality of poverty in Scotland's capital city
 - 4.12.2 Influence decisions that are made about the way the city works and the way city institutions plan and deliver services, and
 - 4.12.3 Hold the city to account for delivery of the vision to End Poverty in Edinburgh.

5. Next Steps

5.1 It is proposed that the Policy and Sustainability Committee agrees to consider a formal response to the final report of the Edinburgh Poverty Commission in December 2020. This response will form of a comprehensive, cross-council

- programme of work setting out clear commitments to action in the short, medium, and long term.
- 5.2 Development of this programme will be taken forward as part of the Poverty and Prevention workstream of the Council Adaptation and Renewal Programme. This programme will further be incorporated in the Local Child Poverty Action report the Council and NHS have a statutory duty to publish by end of 2020.
- 5.3 It is proposed that the Council's Adaptation and Renewal All Party Oversight Group provide additional scrutiny to support development of this programme, and that a further meeting of the group is held in October 2020 to assist with this process. In doing so, it is proposed that the remit of the Council's Poverty All Party Oversight Group (approved in February 2020, but not previously convened) should be merged within that of the Adaptation and Renewal All Party Oversight Group.

6. Financial impact

- 6.1 Secretariat support for Edinburgh Poverty Commission has been led by City of Edinburgh Council which provides project management functions for the Commission, with colleagues across the Edinburgh Partnership providing additional support and contributions as the project requires.
- 6.2 All costs for the Commission are covered by a budget of £76,000. This is made up of £16,000 of funding provided by Edinburgh Partnership to cover running costs, and £60,000 provided by Scottish Government to cover the cost of research and citizen engagement activities. No additional financial costs are incurred by the Council associated with its support of the Commission.
- 6.3 In addition to that funding, the project has secured additional research support from Joseph Rowntree Foundation covering the period to September 2020.
- 6.4 Throughout its work the project has been critically dependent upon the time of its 12 commission members and their commitment and investment in the inquiry process. As at September 2020, this has equated to well over 600 hours of volunteer time from our independent commission members. This commitment has been more than equalled by the response and engagement of citizens and community groups who made the time to take part in interviews, focus groups, workshops, and to provide the written evidence on which the Commission has based its findings.

7. Stakeholder/Community Impact

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

8. Background reading/external references

- 8.1 City of Edinburgh Council, June 2018
- 8.2 Corporate Policy and Sustainability Committee, October 2018
- 8.3 Finance and Resource Committee, October 2019.
- 8.4 Policy and Sustainability Committee, November 2019
- 8.5 Policy and Sustainability Committee, February 2020
- 8.6 Policy and Sustainability Committee, May 2020
- 8.7 Policy and Sustainability Committee, June 2020

9. Appendices

Appendix 1 – Actions to End Poverty in Edinburgh

Appendix 1: Actions to End Poverty in Edinburgh



A Just Capital

Actions to End Poverty in Edinburgh

September 2020

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Summary and key messages

The Edinburgh Poverty Commission is an independent group who have been working together since the end of 2018 to define the actions needed to end poverty in Edinburgh.

The work of the Commission has been supported by the Edinburgh Partnership, and The City of Edinburgh Council. Funding for our research activity was provided by the Scottish Government and the Joseph Rowntree Foundation.

This is our final report. Following what we believe to be the most extensive process of inquiry into poverty, its causes, consequences and solutions ever undertaken in a Scottish local authority, this report is a call to action to everyone in the city: the City of Edinburgh Council, the Edinburgh Partnership, the Scottish and UK Governments, the third sector, business, communities and citizens of Edinburgh.

Key messages

- Poverty in Edinburgh is real and damaging, but it can be solved. By implementing the calls to action we make in this report, we think the city can set a course to end poverty in Edinburgh by 2030.
- We have identified six areas for action fair work, a decent home, income security, opportunities to progress, connections, health and wellbeing and one cultural challenge that should serve as a lens through which each action should be approached.
- To end poverty in the city, the single biggest transformation Edinburgh could achieve would be to
 make the experience of seeking help less painful, less complex, more humane, and more
 compassionate. We call on City of Edinburgh Council to lead in the design and delivery of a new
 relationship based way of working for all public services in Edinburgh.
- There is no solution to poverty in Edinburgh without resolving the city's housing and homelessness crisis. We call on the Scottish Government, as an urgent priority, to ensure the city has the right funding and support to meet its social housing expansion needs.
- This report marks the end of the work of this Edinburgh Poverty Commission, but only the beginning of a movement that needs to take root to create an Edinburgh without poverty. As a legacy, we have helped to develop End Poverty Edinburgh a new independent group of residents with first-hand experience of living on a low income and their allies who want to be part of shaping the solutions. As a group, they will work to raise awareness and understanding of poverty, influence decisions, and hold the city to account for ending poverty in Edinburgh.

Poverty in Edinburgh

In the wealthiest city in Scotland, we estimate that almost 78,000 people are living in <u>relative poverty</u>, representing some 15% of the population and as many as 1 in 5 children.

The majority of people living in poverty in Edinburgh are of working age, in employment, living in rented accommodation, with the highest rates experienced by families with children. Lone parents, nine in ten of them women, disabled people, carers and Black and Minority Ethnic families are more likely to be in poverty than others in the city. Such families live in every area of the city, in every type of neighbourhood. Two-thirds of people in poverty in Edinburgh do not live in those areas commonly considered as 'deprived'. Very often these families will be affected by physical and mental health burdens related directly to the poverty they experience.

Throughout the course of our work we have heard, perhaps more than anything else, of the intolerable toll living in poverty takes on people's health and wellbeing. People in poverty told us they are exhausted physically and emotionally, having to make impossible decisions about living costs; of the struggle to find support, the stigma and shamed felt being judged by others, and of feeling trapped in a system that does not care about them.

What needs to change

As we have listened to people's experiences, we have recognised that the change required to end poverty in Edinburgh is as much about changing the **day to day experiences**, connections and relationships between individuals and organisations as concrete change to **material circumstances**. Change will come by addressing one via the other.

In developing the actions set out in this report, we are guided by the following principles:

- We do not accept poverty is inevitable: it can be solved
- People who are struggling must be supported to move out of poverty quickly, take control of their lives, and contribute to a city where people look after each other
- Sustainable solutions can only be designed and delivered alongside people who experience poverty
- All the power in Edinburgh, from all our organisations and communities, is needed to directly effect change within the city, but also to build the public and political will for change needed at national level
- We do not aim merely to 'tackle', 'reduce', 'address', or 'mitigate the effects of' poverty. Our aim is to end poverty within a decade.

What do we mean when we say, 'End Poverty'?

Ending poverty does not mean Edinburgh becoming a city in which no one ever loses a job or ever experiences a period of their life on low income. But it does mean Edinburgh being a city where living on a low income is temporary, not a persistent trap, and does not mean having to go without food, or warmth, or safety. And it means Edinburgh becoming a city where the number of people experiencing low income at any given time falls to a level comparable with the highest performing societies in Europe.

By implementing the actions we describe in this report, we think that Edinburgh should, by 2030, aim to be a city in which:

- No one feels stigmatised, abandoned, or treated with less respect by the city as a result of their income or their wealth
- No one has to go without the basic essentials they need to eat, keep clean and safe, and stay
 warm and dry
- Fewer than one in ten children and fewer than one in ten adults are living in relative poverty at any given time
- No-one lives in persistent poverty

A call to action

We have identified seven areas of action needed to end poverty in Edinburgh, each highlighting a set of challenges and solutions emerging from our inquiry. In each action area we set out the city partners who need to act, and the fundamental changes they need to make.



This is not a menu of options the city can pick and choose from, they represent a single set of interconnected, actions that need to be delivered if Edinburgh is to end poverty. Across all these areas of action, the solutions we highlight are practical and deliverable, and in many cases build on the good practice we have found already being delivered in Edinburgh. The challenge to the city is to extend the reach and impact of solutions we already know work.

Most importantly, this is a call to action for the whole city and everyone who has a stake in its future.

Many, though not all, of the levers needed to end poverty are held by the city – public sector, employers, third sectors, citizens all have critical roles to play in delivering these actions.

But the city cannot end poverty by itself – achieving the goals we have set out will need active and committed partnership with the Scottish and UK Governments. Scotland's poverty challenge is Edinburgh's poverty challenge: the Scottish Government cannot meet its own ambitious goals on child poverty, on housing, on homelessness, and on a fairer Scotland without action in Edinburgh, and without a funding settlement and regulatory support that meets the needs and challenges of our capital city.

The main body of this report provides detail on every action included in this report, along with the rationale and evidence underpinning their inclusion. In summary:

- The right support in the places we live and work: To end poverty in the city, the pre-condition and the single biggest transformation Edinburgh could achieve would be to make the experience of seeking help less painful and confusing more humane, and more compassionate. We call on City of Edinburgh Council to lead, working with other Edinburgh Partnership members, the design and delivery of a new operating model for all public services so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do. This model should ensure that people in all parts of the city have local, safe, welcoming community spaces within walking or pram-pushing distance where they can connect with others, access the right support for them and make progress at the right pace.
- Fair work that provides enough to live on: Edinburgh has a thriving local economy with high rates of employment and high average pay, but even here work is not always the secure pathway out of poverty that it needs to be. We call on Edinburgh's employers, Trades Unions, social enterprises, and public sector bodies to come together in a new alliance to make Edinburgh a Living Wage City in 2021, to deliver a new Edinburgh Guarantee for people of all ages, and to commit to delivering at least 1 FTE job with training for a person from an at-risk group for every £1m of public sector procurement spending over the next decade.
- A decent home we can afford to live in: There is no pathway to ending poverty in Edinburgh without resolving the city's housing and homelessness crisis. Almost one in three of the city's households in poverty are only there due to high housing costs, compared with one in eight households in poverty across Scotland. We call on the Scottish Government, as an urgent priority, to work with city partners to ensure that its next Housing Investment Plan is sufficient to build 2,000 social rented homes per annum in the city over the next decade. We call on City of Edinburgh Council to commit to making maximum use of new powers to regulate and license short term letting in the city, and to expand and improve early person-centred advice and advocacy services to prevent homelessness.
- Income security that offers a real lifeline: Too many people in poverty in Edinburgh are not aware of, or able to access all the support to which they are entitled. We call on Edinburgh Partnership to ensure proactive, high impact support to maximise household income is embedded in every nursery, school, and GP surgery in the city. Additional long-term investment to expand access to affordable credit is needed to support this action. We call on UK Government to commit to keeping temporary increases in Universal Credit, Working Tax Credit, and Local Housing Allowance, beyond April 2021 and extending this uplift to other legacy benefits. We welcome the learning to date from research into ideas such as Citizen's Basic Income and a Minimum Income Guarantee, and

- encourage further exploration of the ways such innovations might provide a pathway towards greater income security.
- apparent in the way that the availability and quality of opportunities to progress in life depend on your income and where you live in the city. This is reflected in an attainment gap that is wider and reducing more slowly than in Scotland as a whole. We call on City of Edinburgh Council to to codesign with young people and families living in poverty a significant new programme to improve attainment and to develop genuinely mixed school catchment areas by 2030.. We call on Edinburgh's Universities and Private Schools to do more to improve opportunities for people on low incomes, for example by sharing teaching and learning resources online. We call on the Edinburgh Partnership to invest in a radical expansion of mentoring schemes in Edinburgh to help children and young people develop trusted connections and build bridges to a wider range of high quality experiences and opportunities.
- feel large parts of the city don't belong to them or that many aspects of Edinburgh life feel 'off limits'. The Scottish Government and City of Edinburgh Council should ensure that any public funding for the post Covid renewal of the city's festivals and tourism economy is conditional on delivery of actions to promote fair work, inclusion and equality. We call on City of Edinburgh Council to embed a 20-minute walking or 'pram pushing' distance principle at the heart of designing all neighbourhoods in Edinburgh with consequences for planning of housing, amenity, employment, and services.. We call on the Scottish Government to extend eligibility for concessionary travel to under 25s and to unpaid carers with Edinburgh serving as a demonstration site, and the Edinburgh Partnership to collaborate with partners to provide 'single gateway' easy access to free and concessionary travel. We also call on City of Edinburgh Council to work with partners to accelerate digital inclusion, puttingaffordability and and skills at the heart of its plans.
- Equality in our health and wellbeing: Through all our work, we have heard about how poverty takes an intolerable toll on people's mental and physical health. We call on City of Edinburgh Council, EVOC and local organisations to continue their collaboration to co-ordinate services to ensure citizens experiencing food insecurity have access to quality fresh food, and that this serves as a gateway to the wider support many will need. We call on The Edinburgh Partnership to support local organisations and primary care teams to provide community-based activities which promote wellbeing for living with long term health conditions, and to invest in early intervention, first aid and holistic approaches to improve mental health. We believe city residents have a role to play as volunteers, spotting and supporting friends, neighbours and colleagues with signs of mental distress. We call on NHS Lothian to review service transformation to ensure renewal has a sharp

focus on addressing health inequalities, establishing the trust needed to identify wider issues beyond immediate presentation and deal with medical complexity.

Passing the baton: End Poverty Edinburgh

This report marks the end of the work of this Edinburgh Poverty Commission, but only the beginning of a movement that needs to take root to create an Edinburgh without poverty. Our final action is to pass on the baton to those who will work to make the changes we have set out in this report, identify other priorities in future, and hold the city to account for delivering those changes.

The Commission has been working hard to develop a new network provisionally named End Poverty Edinburgh, who will carry on the work we have started. This is a group of Edinburgh citizens we have met during our inquiry, who have expressed their desire and commitment to be a part of the change their city needs to make. They are a mix of people with first-hand experience of living on a low income and civic allies. We believe this group, independently funded and working without oversight from any Edinburgh institution, represents the start of a new citizen-led movement to end poverty in Edinburgh, which will build in force as they are joined by allies from all parts of the city.

Commitment, starting now

This report describes a big ambition and a large number of practical actions that need to be taken in this city. As a Commission we are under no illusions about the scale of the challenge we have set out, even without the pandemic.

We fully recognise that the economic and public health risks facing us bring with them serious financial challenges for all sectors in the city. We are also clear that we are in a period of change which will to a great degree shape Edinburgh's new ways of working and that the first year following publication of this report must be one of real commitment and progress.

With these thoughts in mind, we expect the first twelve months following publication of this report to be a period of implementation and planning - delivering those actions which can be started immediately and planning of those actions which need further development. In particular, we expect:

- All city partners to make a public commitment to end poverty in Edinburgh by 2030, and to delivery
 of the four core targets set out in this report
- City of Edinburgh Council and Edinburgh Partnership to meet with the new End Poverty Edinburgh
 citizen group to agree ways of working together and define new opportunities for citizens to codesign and influence change in the city.
- City of Edinburgh Council and Edinburgh Partnership to publish detailed plans setting out how they intend to respond to all the calls for action in this report

- City of Edinburgh Council and Edinburgh Partnership to include annual reporting on progress towards delivery of these actions within the <u>Local Child Poverty Action Reports</u> they are already required to produce.
- The Scottish Government to commit to work with City of Edinburgh Council and other city partners
 to agree the additional investment, in particular to drive actions on housing and homelessness,
 needed in the city.
- All Edinburgh Partnership member organisations to commit, starting within the next budget cycle, to publish an annual statement on the impact they expect their budget decisions to have on the lives and experiences of people in poverty in Edinburgh and the poverty-reduction measures we have set.
- Edinburgh Partnership to use its convening powers to bring together city partners including
 business, private schools, independent funders and philanthropists in order to marshal all the
 resources of the city to grow a new End Poverty Edinburgh Fund. The purpose of this fund should
 be to resource ongoing innovation in support of the actions described in this report.

Foreword

Our Call to Action in Edinburgh comes after almost two years of conversations across the city: with people experiencing poverty, the community anchors that support them, keyworkers, , employers, councillors, public service officials ,housing providers and taxi drivers. This rich process has uncovered new insights on how poverty is experienced in Scotland's capital city – some arising directly from the COVID-19 pandemic – but more stemming from long-established struggles. We set out much of what we had learned about the immediate impact of Covid in our interim report in May.

Since then, we have maintained a clear focus on addressing the root causes of poverty as well as mitigating the consequences. We have discovered common ground among people with different experiences and in different sectors: that poverty in Edinburgh is real, damaging and costly – but also that, despite the powerful



Jim McCormick (Chair)

Associate Director for Scotland,
Joseph Rowntree Foundation

currents that threaten to drive us further off course, there is enough determination in the city to embrace the twin challenges of solving poverty and reducing carbon emissions over the next decade.

We have identified six broad areas for action and one cultural challenge that should serve as a lens through which each action should be approached. Our first proposition is that Edinburgh will only succeed in creating a prosperous city without poverty if it creates the conditions for good jobs, genuinely affordable housing, income security and meaningful opportunities that drive justice and boost prospects – above all, in the city's schools. In addition, a much sharper focus on connections across the city is needed – via digital participation, cheaper transport and creating neighbourhoods that work. These actions combined will flow through to reduced harm to people's physical and mental health. Emergency food support should not become locked in as a fourth emergency service but serve as a gateway to other support that will ease isolation and build human connection and kindness where it has been lacking.

The common challenge running through all of our work is a cultural one. We call on the City Council and its partners in all sectors to shift towards a relationship-based way of working which gets alongside people and communities in a holistic way. The experience of poverty is too often one of stigma, being assessed, referred and passed from pillar to post – a separate service and multiple workers for each need. This radical move would see public servants authorised to put poverty prevention at the heart of their day-to-day work. It will mean new relationships with citizens, employees and third sector partners. It will take visible leadership and longer-term financial commitment. There are green shoots in Edinburgh and examples from

beyond Scotland demonstrating how better outcomes for families can be achieved and fewer resources locked into multiple complex systems. We call this 'the right support in the places we live and work' to signal the importance of local access to multiple forms of support under one roof and within walking or pram-pushing distance – for example money advice and family support offered in nurseries, schools, GP surgeries and libraries.

None of these challenges are new. The City Council and its partners can point to significant investment in recent years to turn the tide on poverty. But we are not persuaded that actions have been consistent, at scale, sustained over time or have poverty reduction as part of their purpose.

While Edinburgh has many of the powers to go further, we are not persuaded that it can deliver on the required social housing expansion without a new funding deal with the Scottish Government. This is urgently needed to boost investment and to help unlock the supply of land at a reasonable price. Almost one in three families in Edinburgh in poverty are pulled below the water line solely due to their housing costs. That compares with one in eight households in poverty across Scotland. Solving the city's housing crisis will go a long way to delivering on affordable housing ambitions for the country as a whole. At the same time, the UK Government has a critical role in creating an income lifeline for families in and out of work, by maintaining the currently temporary increase in Universal Credit and Local Housing Allowance — both of which have become more significant as a result of damage to Edinburgh's job market since March.

This Call to Action is not a list of recommendations or a menu of options. Reflecting our lives, each area is connected to the others. A plan for housing makes little sense in isolation from a plan for schools. Developing skills for employment will fall short if basic needs for secure, decent housing and food are neglected. Nor is the ten-year horizon a get-out clause. We have worked on this basis because Scotland has committed to a significant cut in child poverty by 2030 and because many of the city's existing plans run to the same schedule. We call on the City Council and the wider Edinburgh Partnership to set out its initial response by Christmas, as part of a first year of planning and early implementation.

And we are leaving a legacy through a new independent network, End Poverty Edinburgh. Led by Commission member Zoe Ferguson and our partners at Poverty Alliance, this brings together a core group of residents with first-hand experience of living on a low income and allies who want to be part of shaping the solutions. Inspired by a similar approach in Edmonton (Alberta), they will stress test this report, challenge and add their own ideas, work with city partners to achieve progress but also hold the city to account on its response.

I want to thank everyone who contributed to our work in the hard graft of sharing painful stories, completing surveys and through organised and chance conversations. Each member of the Commission gave their time, energy and ideas generously and for longer than originally asked. The quotes in this report reflect only a little of their brilliant contributions. Our work – and this report - was only possible due to the

skill, care and patience brought by our secretariat team of Chris Adams, Nicola Elliott, Ciaran McDonald, and Gareth Dixon.

We have listened, been shocked and inspired – I hope we have done justice to what we have learned. Our Call to Action sets out something beyond hope: it is an expectation of what the city can and must now achieve.

"On behalf of all my fellow commissioners I want to offer our huge thanks and gratitude to the over 1,000 citizens and workers who contributed their voices, experiences and insights to our inquiry over the past 18 months. Edinburgh is a fantastic, thriving city, but we are still home to over 77,000 people who struggle in poverty every day. We cannot accept this any longer.

Tackling poverty in Edinburgh is a challenge that must be acted on urgently, with great responsibility and through a Team Edinburgh approach. We will need to work together partnership and marshall all the resources of the city if we are to truly make a difference.

I'm very appreciative of the hard work and dedication that has gone into the creation of this report and further to that, incredibly grateful to have been part of the process over the last few months, to have the opportunity to meet and hear from those who are living in poverty in our city. As the Council's Poverty Champion, I will do everything I can to enable our city to make the changes that the Commission have identified."



Cammy Day (Vice Chair)

Depute Leader, City of Edinburgh Council

1. Introduction

The Edinburgh Poverty Commission is an independent group working together to define the actions needed to end poverty in Edinburgh.

This is our final report. It is a call to action to everyone in the city: The City of Edinburgh Council, the Edinburgh Partnership, the Scottish and UK Governments, the third sector, business, communities, and citizens of Edinburgh. We know that poverty and inequality act as a drag on prosperity and impact

negatively on wellbeing for all. Ending poverty in Edinburgh benefits all of us.

The conclusions the Commission has arrived at in this report have been informed fundamentally by the voices of citizens who live in poverty. More than anything else our work has been to listen. And now that this phase of the Commission's work is complete, it is these voices, together with their allies from all parts of the city, that must continue to drive change and justice.

"Hopefully having it down on paper in this
Edinburgh Poverty Commission document will
mean decision-makers actually take it
seriously. It is exhausting for people in poverty
to have to re-explain their experiences and
traumas, particularly when results don't always
seem forthcoming."

Edinburgh Poverty Commission contributor

Our aim in this report is not just to describe the problem of poverty in Edinburgh but to draw on the glimmers of hope we have seen in what can be done by organisations and individuals. We want this report to shine a light on the actions, behaviours and attitudes which make a real difference to people's lives.

This report is being published at the end of a phase dominated by a global pandemic and the beginning of an economic storm. While the risks and impacts of poverty have been heightened by the Covid crisis we have also seen evidence of increased understanding, empathy and solidarity. It is this sense of shared humanity, underpinning a shared responsibility to rebuild a city which values justice over privilege, that fires our firm hopes for real change.

The journey

Edinburgh Poverty Commission was launched in November 2018 and met 9 times in full session over 18 months. During that period, we held more than 100 evidence sessions and project visits, met and heard from over 70 local organisations, commissioned significant new research into the experience of citizens living on low incomes and attitudes to poverty across the city and in total heard from more than 1,000 individual participants. This process, we believe, represents the single largest conversation about poverty ever undertaken by any local area in Scotland. A separate report captures the breadth of evidence we have considered.

In the midst of drafting our findings in March this year, the lockdown to limit the spread of Covid-19 was imposed. We decided to delay publishing our final report until now and use the time to hear what was

happening across the city over the spring and summer: to listen to concerns, fears and hopes and reflect on what this means for poverty in Edinburgh, now and in the future. This testimony was set out in our <u>interim</u> report in May 2020.

This, our final report, combines the evidence we collected before Covid alongside the new experiences and reflections gathered during this crisis so far. It sets out a framework for change, and the immediate, medium term, and long-term actions needed to end poverty in Edinburgh by the end of the decade.

2. Poverty in Edinburgh

Edinburgh has a distinctive profile of poverty that is different from other cities in Scotland.

In the wealthiest city in Scotland, we estimate that almost 78,000 people are living in poverty, representing some 15% of the population and as many as 1 in 5 of all children. As the Covid recession begins to bite, our estimates suggest that number could rise by at least 4,500 people by spring 2021 unless significant action is taken now¹.

Inequalities are entrenched in Edinburgh. A boy born in some affluent parts of the city can expect to live 21 years longer than one born in a poorer area. In schools, the city does better than the national average for pupils from affluent areas but worse for those from poorer areas.

The majority of people living in poverty in Edinburgh are of working age, in employment, living in rental accommodation, with the highest rates experienced by families with children. Such families live in every area of the city, in every type of neighbourhood and community. The majority of people in poverty in Edinburgh do not live in those areas commonly considered as 'deprived'. Very often these families will be affected by illness, disabilities and mental health problems brought about either as a cause or a consequence of the poverty they experience.

"Well, I know private rent is terrible, in
Edinburgh you can pay up to about £1000 a
month. For private rent in Edinburgh. I
would say we're just as bad as London...And
it's never been acknowledged. I mean, I
work in retail part-time and you're only on
minimum wage, and they don't care. They
don't care if you can't afford to pay your
rent or not."

Edinburgh Poverty Commission contributor

Pre-Covid, even with record low unemployment and high average wages, we heard the frustration felt by people working hard to hold down a job that barely pays enough to get by. People told us about the impossibility of managing and planning a household budget when insecure work, including zero hours contracts, means working hours and pay are volatile. We heard particularly from women and young people, who often feel exploited in the city's job market.

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¹ Sources for all data referenced in this section are available in the evidence paper that accompanies this report

Edinburgh is the least affordable city in Scotland to buy or to rent a house. Average house prices are more than six times average earnings. The cost of buying is too high for many and the lack of social housing and growth of the short term let market means many are trapped in unaffordable private rental accommodation. We heard of the fear that rising housing costs are making ever larger parts of the city 'unliveable' and the isolation felt by the large number of people living in temporary accommodation, disconnected from family and friends.

Throughout the course of our work we have heard, perhaps more than anything else, of the intolerable toll living in poverty takes on people's mental health. People have told us they are exhausted physically and emotionally, having to make impossible decisions about living costs. They have told us they struggle to find support, often feel shamed and judged by others, and feel trapped in a system that does not care about them.

Covid has shone a light on pre-existing inequalities. Edinburgh experienced one of the largest drops in job vacancies in the UK between March and June, while the number of people claiming unemployment related benefits in July 2020 was more than three times the level recorded a year ago. Already, those in low paid jobs have been impacted most by a cut in working hours and redundancy and longer term an increase in the number of people pulled into poverty is likely. In our interim report we reflected the significant trauma felt by many of those having to claim out of work benefits for the first time.

Premature mortality rates for people from the most economically deprived parts of Edinburgh have always been significantly higher than average, and there are significant fears for widening health inequalities flowing from both the health and economic impacts of Covid.

The experience of those struggling previously has been made significantly harder during the current crisis with particular impacts for young people, disabled people, black and ethnic minority groups, and women. Our interim report spoke of the overriding sense of fear in which many people are living.

Throughout the Covid crisis, many of those who continued to work in essential roles, often at significant risk, did so in material hardship. The widespread respect and gratitude shown to those key workers' demands that post Covid we cannot return to accepting that people in work who keep essential services running should often be doing so in poverty. The biggest challenge we face now is to prevent these inequalities persisting and deepening.

"Struggling is the worst thing to do. If you have any mental health problems, and you're short of money, then everything gets worse and worse. You don't know what bills you've paid and what ones you're waiting to pay.

You get yourself all confused, then, have you anything in to eat, or were you not able to eat this day because you were paying a certain bill. How many times could you be chased by people who are needing money and you just don't have the money." Edinburgh Poverty Commission contributor

3. What needs to change?

As we have listened to people's experiences, we have recognised that the change required to end poverty in Edinburgh is as much about changing the day to day experiences, connections and relationships between individuals and organisations and within communities as concrete change to material circumstances.

We are clear that as well as fair work, a decent home, income security, better health and improved prospects, people need experiences, connections and relationships based on understanding, kindness, dignity and respect. Rather than being shunted from pillar to post through complicated systems of assessment and referral people need help with all the issues that matter to them and that enables them to take control of their own lives.

It seems all the clearer now, following the experience of the last few months, that lasting solutions to end poverty will have to be built together, in connections and relationships defined by our shared humanity. We need to ensure that the growing understanding of shared hardship we have witnessed during the Covid crisis -those instincts to reach out and offer help - are harnessed rather than merely observed then allowed to recede.

In developing the actions set out in this report, we are guided by the following principles:

- We do not accept poverty is inevitable: it can be solved
- People who are struggling must be supported to move out of poverty quickly, take control of their lives, and contribute to a city where people look after each other
- Workable solutions can only be designed and delivered alongside people who experience poverty
- All the power in Edinburgh, from all our organisations and communities, is needed to directly
 effect change within the city, but also to build the public and political will for change needed at
 national level
- We do not aim merely to 'tackle', 'reduce', 'address', or 'mitigate the effects of' poverty. Our aim
 is to end poverty within a decade.

"It feels like the system is especially designed to prevent people from helping themselves and taking an active role in shaping their lives."

Edinburgh Poverty Commission contributor

"Having to choose between heating a home or eating...being left with very littlemoney after the bills are paid...being made to feel inadequate and unable to provide the basics."

Edinburgh Poverty Commission contributor

4. A call to action

This report is a call to action to all in the city. Our work tells us that the path to ending poverty in Edinburgh starts with a determination to open our eyes collectively to injustice in this city and a commitment to change. This means a change in the relationships employers have with their workers, a change in the relationship between the Scottish Government and Scotland's capital city, a change in the relationship between public agencies and the citizens they serve, a change in the relationship between public bodies and the third sector organisations they rely on, and a change in the relationships we all have within our communities, and across the city.

We are focused on the actions Edinburgh needs to take to end poverty. But we are acutely aware of the actions which also need to be taken by the Scottish and UK Governments. Our report highlights the fundamental steps needed at these levels to underpin local actions.

This report asks us all to listen to the voices of those who most need support and ensure those voices impact fairly on decisions. For too long, our institutions and many citizens have accepted a city which rewards privilege and the fatalism that says poverty cannot be solved. We need to change the way democracy works to value the voices of those with experience of poverty and ensure our institutions match

"Kindness might sound a bit 'meh' but that is what I think changes people."

Edinburgh Poverty Commission contributor

the empathy we have seen between citizens in recent months, to create a just transition towards a city that ends poverty.

The next sections of this report describe the

framework of actions we expect the city to commit to over the next ten years. In delivery of these actions, we think that Edinburgh can realistically aim to end poverty in this city, and we set out the definitions and metrics by which success in meeting that aim can be measured.

There are actions in this report for every employer, every organisation, every sector, and every citizen in Edinburgh to take ownership of and help to deliver. Across all these actions we specifically call on:

The City of Edinburgh Council to take a lead role in implementing a radical new operating model for all public services in Edinburgh so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do.

Edinburgh Partnership member organisations to ensure the voices of those living in poverty are heard and effectively influence the way local decisions are made and budgets set.

Employers to value and support their staff like never before, building relationships of trust, and offering rewarding work that provides security and dignity.

The Scottish Government to commit to resetting the geographic balance of funding across Scotland, taking full account of the unique pressures faced in the capital city and recognising that Edinburgh's challenges are Scotland's challenges.

The UK Government to play its role in maintaining and extending the lifelines of support it established during the early months of this Covid crisis.

All organisations, public, private and third sector, to work together to create partnerships which support local economies and communities and enable people to take control of their lives. This means genuine partnerships based on mutual respect, trusted relationships and resource sharing, not limited to charitable giving.

All funders to ensure that **any public spending in Edinburgh is conditional** on supporting Fair Work and investing in organisations which benefit local economies and communities.

Print and broadcast media to listen harder, to reflect truth and reality, to call out the causes of poverty and inequality rather than highlight symptoms and apportion blame. People living in poverty deserve understanding and respect.

The citizens who did not wait to ask for permission to help others during the pandemic, to hold onto the connections they have made, to continue to notice, and reach out to each other, to engage within their own communities and between communities across the city, to participate actively in democracy, listen to the voices of those living in poverty, and make choices which benefit the public good, building more equal communities with fairer opportunities for all.

"Employers of all sectors have a key role to play. If we come out of this current crisis having learned one lesson it's surely that all people deserve a decent, secure income and to be treated fairly at work. This applies across all sectors and in all roles. As a society, we just pay the price elsewhere if we don't do this for each other."

Sandy MacDonald, Edinburgh Poverty Commission member

5. Actions to End Poverty in Edinburgh

This section sets out the specific actions needed to end poverty in Edinburgh. We have identified seven areas of action, each highlighting a set of challenges and solutions emerging from our inquiry. In each action area we set out the city partners who need to act, and the fundamental changes they need to make.

Overall, we find that ending poverty in Edinburgh means delivering actions to make sure that everyone in this city can expect:

- The right support in the places we live and work
- Fair work that provides dignity and security
- A decent home we can afford to live in
- Income security that offers a real lifeline
- Opportunities that drive justice and boost prospects
- Connections in a city that belongs to us, and
- Equality in our health and wellbeing.



These are the seven areas of action we think the city needs to deliver against in order to end poverty in Edinburgh. Our analysis tells us that by taking these actions, collectively and with sustained commitment, we can end poverty in Edinburgh within the next decade.

What do we mean when we say, 'End Poverty'?

Poverty is often described as a complex problem with simple solutions. It is also often thought of as a perennial problem that is impossible to eradicate – after all, if we take a definition of poverty based on relative income levels, there will surely always be a proportion of the population who fall below any threshold we choose to draw?

Building on the work we have carried out in this city, listening to the experiences of people who live in poverty and what needs to change, we have set a definition of ending poverty that rests on specific goals and expectations against which success can be measured.

Ending poverty does not mean Edinburgh becoming a city in which no one ever loses a job or experiences a period of their life on low income. But it does mean Edinburgh being a city where periods of low income are temporary, not permanent traps, where a period of low income does not mean having to go without food, or warmth, or safety. And it does mean Edinburgh becoming a city where the number of people experiencing low income at any given time falls to a level comparable with the highest performing societies in Europe.

By 2030, ending poverty in Edinburgh means having a city in which

- No one feels stigmatised, abandoned, or treated with less respect by the city as a result of their income or their wealth
- No one has to go without the basic essentials they need to eat, keep clean and stay warm and dry
- Fewer than one in ten children *and* fewer than one in ten adults are living in relative poverty at any given time
- No-one lives in persistent poverty²

The evidence paper prepared to accompany this report provides more details, but our estimates³ suggest that meeting these targets will involve, by 2030, Edinburgh committing to:

- Removing 7,000-9,000 people out of destitution, or 580-750 people per annum
- Removing 20,900 people from relative poverty, or 2,100 per annum, and
- Removing 9,970 from persistent poverty, or some 1,000 people per annum

² Scottish Government analysis suggests that an individual is in persistent poverty if they have been in poverty for three or more of the last four years.

³ The evidence paper prepared to accompany this report provides detailed sources and methodologies used to estimate each of these targets

5.1 The right support in the places we live and work

"We are all about making relationships with people. We have banned the word 'referral'. We work with partners, but there are never handovers. Our whole ethos is to remove disconnects and help people through whatever support they need. Working this way gets better outcomes for people than working to narrow, predefined paths. We find that we get better results from the funding sources that don't pay us by results than from the funds that do"

"To tackle the scale of inequality we see in Edinburgh will take radical and bold interventions. We know that we must use this moment to act and that given the scale of the task, success will require cross-sector collective effort of a kind that has never been seen before. There are no quick fixes, so we need to invest in leaders and organisations with strong track records, as well as vision, passion, and creativity."

Edinburgh Poverty Commission contributor

Celia Tennant

Edinburgh Poverty Commission member

The challenge Edinburgh faces

Living in poverty grinds people down and too often the attitudes and experiences they encounter trying to get help or just function day to day make their situation even worse.

People have told us that they feel shame and stigma and that they will be judged if they seek help. They feel they are frequently not listened to, or treated with dignity, respect and kindness. They are shunted from pillar to post, telling their story numerous times to deal with all the issues they need help with. Help with one specific problem can fail because it is just one of multiple issues which are not addressed together and at worst help in one area precludes help in another. Many have additional difficulties in accessing support due to disabilities or health conditions and / or language and cultural barriers exacerbated by difficulty in accessing translation services. Often the support available ignores the ways people may need help to address the emotional toll of their situation.

To end poverty in the city, the pre-condition and the single biggest transformation Edinburgh could achieve would be to make the experience of seeking help less painful, more humane, and more compassionate. In fact, we believe that without this shift in culture and ways of working, none of the other actions will have the impact they need to.

We have concluded that Edinburgh needs to:

Ensure people in all parts of the city have local, safe, welcoming community spaces where
they can connect with others, access the right support for them and make progress at the
right pace.

- Ensure those places of support are available in all parts of the city, where people can
 access them as easily as possible. For some this will mean local spaces in the community,
 for others this will mean the workplace or other accessible places in the city.
- Give staff at the frontline permission to make meaningful connections and develop relationships with people, removing over-reliance on procedural, risk-averse and rule bound approaches.
- Support development of positive values and culture through recruitment and workforce development.
- Empower staff from a range of services with different skills to work together to support
 people with all the issues that are relevant to them, removing the need to negotiate
 numerous and complex referral systems.
- Ensure support enables people to take control of their lives. Addressing immediate needs is only the first step to moving on. Holistic support must also be about helping people and communities to develop their strengths and skills and work towards goals for a better life.

The immediate impact of Covid made the support people could access the most relevant focus for our interim report. We heard of the significant trauma for many of losing work during the crisis and the difficulty of finding advice and support with social security and other entitlements. People told us they needed one point of contact who could help them navigate complex systems, support them through bureaucracy and address the emotional impact. While many of the community spaces people relied on were closed and face to face connections not possible, many organisations told us just how much people needed a trusted relationship to access support.

Throughout our inquiry we have seen many local organisations playing exactly this role, providing a single point of contact to build trusted relationships and help people find the support they need. We have seen excellent examples of money, welfare, and debt advice embedded in schools; we have seen third sector and statutory bodies working together to provide wraparound support for families on parenting, budgeting, and employability; we have seen community institutions across the city use food support as a focus to bring people together, to build relationships and to create safe spaces for people to find the help with wider issues. And we have seen the impact those ways of working provide, both in terms of profound, life changing experiences for the individuals and families supported, but also in terms of the return on investment delivered.

During the lockdown period, these city networks - including Maximise!, CHAI, LIFT, Working Rite, the Grassmarket Centre, The Ripple, Broomhouse Space and Hub among many others - made great strides to shift their ways of working to make sure those relationships can still be there for people when they need them.

In recent months the experience of how organisations have come together to support communities through Covid has accelerated the process we would have proposed in March. We must not go back. We must hold on to the gains which have been made and go further, building capacity and trust within organisations, between organisations and with communities. Almost ten years on from the Christie Commission there is both an absolute imperative and perhaps a greater opportunity than we have previously felt possible to shift power to communities, integrate organisations and embed prevention.

"if we really want to deliver services that are person centred, holistic and meaningful, we are going to need to be ready for investing the right level of resources in them. I think that it is not just about "throwing" money into services, but to make sure that the services we are contracting are "up for the job". If we are using public money to contract services, those services should be accountable, and the Local Authority should have in place systems to monitor how public money is used."

Carmen Simon, EndPovertyEdinburgh member

The action needed

City of Edinburgh Council should lead, working with other Edinburgh Partnership members, in design and delivery of a new operating model for all public services in Edinburgh so that all public workers are focused and empowered to put prevention of poverty at the heart of everything they do. The city should bring together what has been forged in emergency with the learning we already have from promising work focused on integrating support in communities. These approaches are in evidence already in Edinburgh, from the perspective of the physical assets in My Gracemount, shifting Health and Social Care to personalised asset-based approaches through 3 Conversations, and in Community Renewal's development of holistic community support in Bingham/Magdalene.

In implementing new models of support, the city should aim for small teams, drawing staff from statutory, third and business sectors operating at a neighbourhood level using simple existing methods to connect, assess need and build on assets. We should build on shifts in how and where services operate, have confidence to try new approaches that successfully remove the barriers people face, evaluate and alter plans to change direction if we need to and spread successful practice across the city.

There is no one sector or organisation which can manage all the support individuals and communities require on their own. Statutory and third sector support organisations in the city need to work better together in a way that is planned, comprehensive and responds to the strengths and voices of communities. Support structures should be responsive to the issues that matter to different people and be delivered as far as possible through one point of contact, a trusted relationship.

National and local government, agencies and organisations should give clear permission to staff to make meaningful connections and empower them to respond to need flexibly, balancing the risk of carrying on

as before against the usual approaches to eligibility criteria, risk assessment, accepted activity and performance management.

Alongside holding on to a more local approach to service delivery which has blurred the boundaries between sectors as we emerge from lockdown, Edinburgh Partnership needs to accelerate the shifts in culture which have begun to happen and are essential for the city's capacity to achieve person centred, holistic support based on trusted relationships. Where permission has been clearly given, we can expect to see increasing examples of the positive change that happens where staff operating at the frontline have confidence to connect, to respond to need flexibly and make judgements borne of humanity rather than only procedure. We should collect those examples and begin to systematically assess what they mean for our pre crisis ways of working. Where a return to business as usual would stifle the value which has been created we must not return to where we were and instead begin to change the rules of procurement, eligibility criteria, measurement, and performance management.

City of Edinburgh Council must support community anchor organisations to enable human connections and build on the groundswell of citizens who have been moved to give at a scale we have not previously seen to continue to contribute to their community.

City of Edinburgh Council, and Edinburgh Partnership members should develop new models for contracting with the third and private sectors to support organisations and alliances which support local economies, building community wealth and trusted relationships with citizens.

WHAT WORKS: Community Renewal - Lifting Neighbourhoods Together

During our inquiry we have encountered a number of promising approaches which exemplify on a small scale many of the features we are challenging the city to implement across all publicly funded services in Edinburgh.

Lifting Neighbourhoods Together is one of these projects. This is the name for Community Renewal Trust's five-year programme to improve support to lift neighbourhoods out of poverty. Funded by the National Lottery Community Fund it will launch simultaneously in Bingham & Magdalene in Edinburgh and in Walker (Newcastle-Upon-Tyne) in October 2020. It is a partnership approach which is the culmination of two decades work to apply evidence, experience and resources to break out of silos.

The programme will bring together an existing group of frontline specialists who already work in the locality delivering community/local services for public sector and third sector organisations. They will become a team without silos who are able to stick with people whatever their need for as long as is helpful.

When established, this local team will systematically engage with every household in Bingham and Magdelene, conducting a listening conversation to identify factors that help and hinder quality of life and wellbeing in the community. From these conversations, the programme will work with households to develop a personal or family holistic plan to identify and access the multiple forms of support they need, and work with them for as long as it takes to achieve their life goals and lift their household out of poverty.

5.2 Fair work that provides dignity and security

"The impact of poverty on wellbeing is constant uncertainty, lack of security and having to focus on day to day survival without having the luxury to make long term plans about the future"

Edinburgh Poverty Commission contributor

"The Covid crisis has exposed a need to rethink employment practices and progress a Fair Work agenda. Behind this collapse in livelihoods lie some truly heart-breaking stories of families thrown into severe financial difficulty. We need all the city's employers, public sector organisations, and trades unions to work together and make a collective commitment to delivering fair, rewarding, secure jobs for everyone."

Mary Alexander
Edinburgh Poverty Commission Member

The challenge Edinburgh faces

Edinburgh has the most successful local economy in Scotland, but even here work is not necessarily the effective pathway out of poverty that it needs to be.

Pre Covid the majority (59%) of people in poverty in Edinburgh were in working households. Although coverage of the real Living Wage was second highest in Scotland, this still left 41,000 residents working in jobs paying less than the real Living Wage. Around one in ten (9%) of all jobs were casual, temporary or non-contract. Even for the lowest-income fifth of families in the city, earnings from employment account for more than 45% of all household income, broadly similar to the share provided by social security payments.⁴

In our citizen survey, conducted on behalf of the Commission by the Scottish Poverty and Inequality Research Unit during winter 2019/20, 'work does not pay enough' was the single factor most commonly raised as a cause of poverty in Edinburgh – cited by 83% of all respondents. But pay alone was not the only factor – most of our conversations about work in Edinburgh focused on experiences of insecurity and unpredictability of hours and of earnings. We heard story after story of people who could not be sure how much they would be paid next week, or how many hours they would be expected to work. We heard

"The wages of average jobs do not keep up with the cost of living...This means working becomes only a means to survival and not prospering."

Edinburgh Poverty Commission contributor

examples of people not knowing how Universal Credit would be adjusted to take account of earnings until a couple of days before payment. We heard about working people making impossible decisions about how to manage their living costs, for example choosing between eating and heating and using foodbanks to

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⁴ Scottish Government, Poverty and Income Inequality in Scotland 2016-19, available via https://www.gov.scot/publications/poverty-income-inequality-scotland-2016-19/

survive. Many people felt there would be no point approaching their employer about working conditions and flexibility to enable them to work and fulfil caring commitments.

Post Covid, Edinburgh has suffered one of the biggest drops in job vacancies of any local authority area in the UK. The stabilisation efforts introduced by the UK Government have provided a significant lifeline for many people during this crisis. At their peak during Summer of 2020, 100,000 jobs in Edinburgh were being supported by the Coronavirus Job Retention Scheme and the Self Employment Income Support scheme. Even with that support, the number of people claiming Universal Credit in Edinburgh has trebled in comparison to the same period last year and grown more quickly than any other part of Scotland. Alongside this, the crisis and the coming recession are amplifying for many people those feelings of insecurity. Part of this insecurity comes from the planned ending of the UK Government's furlough scheme, but even for those with work, there remains uncertainty over how to transition safely back into the workplace. We have heard from workers worried about whether they will be paid if they have to self-isolate, and about balancing work with childcare responsibilities if their children are asked to stay home from school.

All these pressures impact most strongly on those in low paid jobs, on women, BAME workers, young people, disabled people and carers. The structure of Edinburgh's economy means that those sectors likely to be slowest to re-open and hardest hit during this recession – hospitality, tourism, non-food retail - are those where low income workers are most likely to be employed. As unemployment is projected to rise to levels not seen for decades, if at all, in this city, there is an urgent need to ensure that the impacts of recession are not perpetuated by a new wave of long-term unemployment among those groups with the least opportunity to bounce back.

To end poverty, Edinburgh needs a strong response to these challenges of low pay, security of hours and earnings and opportunities to progress at work. Coming out of recession we know that Edinburgh is still likely to be the city in Scotland best placed to recover and create new jobs. The challenge for the city is to make sure that the economic recovery means that every worker in Edinburgh can expect their employment to be fair, and to provide dignity and security.

The pathways to this recovery are becoming more clearly defined – examples such as the Scottish Youth Guarantee and the UK Kickstart scheme represent are a positive step towards preventing this recession having a scarring impact on the lives and careers of young people entering the jobs market. And we have seen good examples of programmes already in the city to help address in-work poverty and help people progress in their careers. Projects like Next Step, for instance, provide person-centred one-to-one support to help people who are in work but in poverty to progress towards better paid, more secure jobs.

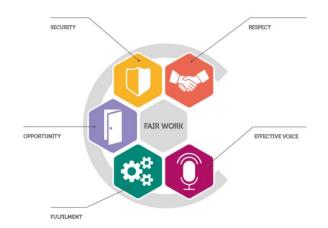
In the short term, though, there is still a need for action from UK and Scottish Governments to ensure that the closure of furlough schemes do not result in an abandonment of workers of all ages and their families

to immediate redundancies and unemployment. We do not underestimate the scale and urgency of the task at hand for employers of all sizes and sectors: securing a just, low carbon recovery which solves the problem of in-work poverty will take time. In the years ahead, though, many of the levers for change in this area are very much in the hands of the city itself.

At the moment there are an estimated 386 accredited living wage employers in Edinburgh. The <u>Living Wage</u>

<u>Places toolkit</u> provides an excellent and promising template of how to build a local movement to make fair
pay a basic norm for all employers in the city.

Beyond pay, initiatives like the <u>Living Hours</u> campaign and the <u>Fair Work Convention</u> provide the city with a clear and compelling guide to what it will take to make sure that jobs in Edinburgh offer all workers an effective voice in the workplace, opportunity, security, fulfilment and respect. Similarly, Strathclyde Business School's framework for <u>employer action on tackling in-work poverty</u> sets out a clear way forward for employers, enterprise agencies and unions to work together to create workplaces and supply chains that help people avoid and escape poverty.



"Fair work is work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society."



The final strand in our pathway to fair work rests on the role of procurement and commissioning. There is solid evidence from other cities pursuing a pathway to inclusive growth to show how maximising the impact of public spending can make a real difference to the lives of people in poverty. For example, research evidence finds that "significant impacts on poverty and social mobility would be achieved if the entire UK public sector pledged to generate a year's work for a person from a target disadvantaged community for each £1m in contract value⁵". Our challenge to Edinburgh is to meet this standard, and to make sure that the potential to help people out of poverty through fair work is maximised from every procurement and commissioning exercise the city undertakes in the next decade.

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⁵ MacFarlane, R with Anthony Collins Solicitors LLP (2014), Tackling poverty through public procurement, Joseph Rowntree Foundation, available at https://www.jrf.org.uk/report/tackling-poverty-through-public-procurement

The action needed

Edinburgh's employers, Trades Unions, social enterprises, and public sector bodies need to come together in a new collective to make Edinburgh a Living Wage City in 2021. This should include a shared commitment to the actions needed to at least double the number of living wage accredited employers in Edinburgh over the next three years.

This alliance should further commit to promoting and acting as ambassadors for fair work in the city, exemplifying all the principles set out by the Fair Work Convention. In doing so, employers, public sector bodies and Trades Unions should adopt and act on the Framework for Employer Action on In-work Poverty developed by Strathclyde Business School.

We welcome the Scottish Government's announcement of a new Youth Guarantee, but we are clear in our view that Edinburgh needs to address challenges not only for young people, and not only in terms of access to work. Edinburgh took the lead in Scotland during the last recession in launching the Edinburgh Guarantee, and we challenge it to do so again in extending that guarantee to ensuring that anyone out of work in the city can access the support they need to progress. In doing so, employability programmes should make sure that support does not end with access to a job, but stays with people for as long as it takes to achieve the progress in skills and earnings to ensure they are free of in-work poverty.

Edinburgh Partnership members need to ensure their procurement spending does more to create fair work in the city. This means collective commitment to embedding 'Fair Work First' principles in all public sector commissioning in Edinburgh. In doing so, partners should follow Scottish Government good practice to ensure that receipt of public contracts is conditional on employers' commitment to invest in skills and training, no inappropriate use of zero hours contracts, action to close the gender pay gap, genuine workforce engagement including with trade unions, and payment of the real Living Wage.

In line with standards recommended by international research evidence, all Edinburgh Partnership members should make a collective commitment to ensuring that public spending in Edinburgh delivers at least 1 FTE job with training for a person from a targeted group for every £1m of procurement spending over the next decade. In doing so, partners should commit enough resources to the monitoring and effective delivery of community benefits clauses agreed with employers.

Scottish Government and city partners need to invest more in reward and support (through procurement, commissioning, training and promotion) for businesses and business models that are closely rooted in the communities they serve. This includes social enterprises, local co-operatives, and local entrepreneurs, many of which face barriers in accessing public procurement despite being strong on delivery of social and community benefits. In doing so Edinburgh should look to and learn from the best examples of local authorities adopting Community Wealth Building approaches at the heart of their economic recovery plans.

Scottish Government and city partners need to make sure that recovery plans recognise and effectively support the Social Care and Childcare sectors. This means more focus on wage levels, career progression opportunities, and investment needed to build this vital workforce. Specific action is needed from the Scottish Government to ensure that local funding settlements are sufficient to meet commitments to fair work in these critical sectors, and that contracting is conditional on the delivery of fair work in these sectors which underpin the city's economic infrastructure as well as child development and the care and wellbeing of disabled adults, carers and older people.

WHAT WORKS: Living Wage Places

The Living Wage Foundation and Living Wage Scotland have worked over several years to support and encourage employers to pay their staff the real Living Wage. Last year the two organisations, with the support of Carnegie UK Trust, launched Living Wage Places, a new scheme to harness the power of place, involving local employers, communities and people, to help extend the Living Wage to more workers and lift more people out of low pay.

The model outlines a journey cities and towns can take towards making the real Living Wage the expected norm in their area. Dundee and Glenrothes are among the pioneers in the UK with this approach, and Edinburgh is better placed than almost any other area in Scotland to follow the lead they have set.

It involves the establishment of a local Living Wage Action Group, prepared to work in partnership over a period of three years. In order to receive formal accreditation, this group will need to demonstrate the ambition and commitment to 'Making a Living Wage Place' in their locality by encouraging other local employers to pay the Living Wage and increase the number of people in their area who are paid the real Living Wage.

We think this is a promising approach to focusing local commitment in Edinburgh towards improving low pay. More than that, we think this collaborative effort could and should mark the starting point towards a longer-term commitment to other elements of the Fair Work Framework.

5.3 A decent home we can afford to live in

"The cost of renting privately in Edinburgh continues to rise, and it is now beyond the reach of most people on low incomes even if they are working full-time. This obviously leads to increased pressure on social housing, which in turn puts increased pressure on temporary accommodation, and the people who often end up suffering the most are those who are homeless"

"During my 18 months as an Edinburgh Poverty

Commissioner, I have become even more convinced than
I always have been that an adequate supply of highquality social rented homes is critical to answering the
challenges of inequality, poverty and social exclusion."

Edinburgh Poverty Commission contributor

Craig Sanderson

Edinburgh Poverty Commission Member

The challenge Edinburgh faces

There is no pathway to ending poverty in Edinburgh without resolving the city's housing crisis.

"Rents are fast outpacing people's ability to pay."

Edinburgh Poverty Commission contributor

Throughout the discussions we have had with people in the city during the past two years, housing is the one topic that has come up in every conversation. In our survey work with citizens, four in five (79%) respondents said that a lack of affordable housing is a main driver of

poverty in the city⁶. Private sector rents are too high for households on low and modest incomes to manage and there are not enough genuinely affordable homes to go around.

Within this system, the overriding feeling of trying to find and maintain a home on a low income in Edinburgh is one of powerlessness. We heard people's experiences of long stays in temporary accommodation, and the way that some forms of support can place inadvertent obstacles in the way of efforts to keep a job and progress out of homelessness. The high rents, and the need for expensive deposits restrict and restrain the options for low-income private renters to move or manage their costs. Lothian is one of only three 'broad rental market areas' in Scotland to have seen average rents increase substantially ahead of prices in the past five years.

At the same time, tenants and people stuck for too long in temporary accommodation told us the systems to allocate social housing can feel unclear and unfair. We believe the root cause is the severe rationing of social housing, a good in short supply. But this is not only about investment in new homes: The Improvement Service's Local Government Benchmarking Framework paints a picture of a city that had been lagging the Scottish Housing Quality Standard but has been improving steadily in the two years to 2018-19.

⁶ Sources for all data referred to in this section are available in the Data and Evidence paper that accompanies this report.

There is still some way to go: one in seven council houses in the city don't meet common quality standards compared with around one in twenty across Scotland. In private rented housing, a mix of licensing, regulatory and conditional investment should be used to improve housing quality where it is poor, including loan finance to upgrade heating systems and reduce energy bills for tenants.

Edinburgh is the least affordable Scottish city in which to buy or rent a home. The average house now costs more than 6 and a half times the average full-time wage. The average advertised price of a private rented flat in Edinburgh has grown over the past ten years at an annual rate well over double the rate of growth in earnings. Across Scotland typical rents equate to one-third of average earnings – in Edinburgh in 2020 that ratio has risen to 45%.

Rental affordability has also been exacerbated by the proliferation of short term lets in recent years. According to some estimates 1 in 10 properties in the city centre were listed on Airbnb in 2019 with a total of 12,000 properties listed across Edinburgh as a whole, intensifying supply constraints within an already pressured housing market. Other research shows that housing stock in areas of the city popular with short term lets has fallen by as much as 30%.

The link between these challenges and poverty is clear. Our estimates suggest that 22,600 people in Edinburgh are pushed into poverty by the cost of housing alone – this equates to 29% of all people in poverty, more than double the Scottish proportion in poverty only due to the cost of paying the rent. Taking this analysis further, we estimate that 15,000 people in the city could live free of poverty if the cost of housing in the city were more in line with the Scottish average.

There is a clear link too between these housing market pressures, and the challenges the city faces in tackling homelessness. Tenancy loss as a cause of homelessness in Edinburgh is more than double the Scottish rate while over the past six years, loss of tenancy from the private rented sector has shown the highest increase amongst all reasons for homelessness.

Finding a suitable home for people experiencing homelessness has remained a significant challenge for the city. The average length a household stays in temporary accommodation rose by one-third over the past three years to almost 8 months in 2019/20. These increases come even though Edinburgh already allocated a higher proportion of social lets – both Council and RSL – to homeless households pre-Covid than any other part of Scotland. Seven in ten (72%) of all the Council's housing lets was to homeless households in 2019/20.

All this evidence points to a clear gap between demand and supply of housing in Edinburgh. To end poverty the city most fundamentally must find ways to provide more homes that people can afford to live in. More action is also needed to help prevent homelessness in the first place and to improve the experience of people seeking support. The extraordinary response to the pandemic saw people who had been sleeping rough and in hostels being accommodated with wraparound support with speed and

compassion. Working with third sector partners, the City of Edinburgh Council should ensure a sustainable and fully resourced service is in place to provide the holistic support people need to get and sustain a tenancy. At the same time, we have heard the frustrations of frontline staff who feel restricted in the support they can offer and by the long average stays in temporary accommodation. There is common ground between them and people in the city who need a secure housing solution. None of the actions we are calling for can fully succeed unless the city can build enough homes with appropriate support to meet the needs of its population.

Edinburgh is committed already to an ambitious housebuilding plan including the 20,000 new affordable homes spanning homes for social rent, mid-market rent and low-cost ownership, and there is strong evidence of innovation in the way social landlords – including the Council - are working to meet this challenge. This includes innovation in funding mechanisms, to attract new forms of investment over and above grant subsidy from the Scottish Government. But we know that even this level of ambition will not be enough to meet the anticipated need for affordable homes in Edinburgh over the next decade.

Going beyond current plans will require a fundamental change in the way housing investment is made and supported in Edinburgh. Recent evidence from the Collaborative Centre for Housing Evidence confirms our view on the importance of an increased supply of social rented housing and the wider role of good social landlords as community anchors. Put simply, high housing costs are a financial burden for people on low incomes, damaging work incentives and wellbeing. Boosting the availability of social rented homes, in mixed income neighbourhoods close to the amenities and job opportunities we all need and with rents significantly lower than the private sector, will reduce poverty and the social security bill in Edinburgh.

A Housing Need and Demand Assessment is a technical document which sets out the estimated total additional future housing need across all tenures over a 20-year period. The most recent <u>Housing Need and Demand</u>

<u>Assessment</u> for City of Edinburgh provided scenarios suggesting a need/demand for between 39,099 to 49,902 affordable homes in the city over the period 2019 to 2032, or at least 3,000 per year.

This estimate is broadly confirmed by <u>recent research</u> commissioned in May 2020 by Shelter Scotland, CIH Scotland, and the Scotlish Federation of Housing Associations. This research finds a need for 53,000 new affordable homes across all of Scotland over the period 2021 to 2026 and the three commissioning organisations recommended that between 66-70% (up to 37,100) of these should be new social rented homes.

Within the 'capital city region' – incorporating Edinburgh, East Lothian, Midlothian, West Lothian, Fife, and Scottish Borders – a need for 6,215 new affordable homes a year is identified between 2021 and 2026. Assuming that at least 50-60% of this region's need is likely to be located in Edinburgh itself, this again equates to some 3,000 affordable homes per annum. Following the Scotland-wide ratio implies that at least 2,000 of this need is for social rented homes.

The city's capacity to build quality homes for social rent is, however, highly dependent on Scottish

Government grant funding which pays for almost 50% of development costs. Current grant funding arrangements fall an estimated £70m short of the level needed to meet even the city's existing housing commitments, and any further shortfall will create an even wider gap. The first step towards solving the housing crisis in Edinburgh, therefore, rests upon a new commitment from Scottish Government to ensure that its upcoming Housing Investment plans beyond 2021 commit to resetting the geographic balance of funding across Scotland, taking full account of the unique pressures faced in the capital city. Put simply, Edinburgh's housing challenge is to a large extent Scotland's housing challenge. The Scottish Government cannot meet its own ambitions for reducing child poverty, ending homelessness and addressing housing shortages without a radical change in the way housing investment in Edinburgh is supported.

While we believe that many of the answers to poverty in Edinburgh will be found within the city's existing powers and assets, this is one challenge that requires a new, long-term settlement with the Scottish Government to help address the shortfall in grant funding relative to need and to other parts of the country. This will help the city to attract other forms of 'patient' capital – for example from ethical pension funds – and will serve as a much-needed economic stimulus for the city's construction sector and supply chains as we recover from Covid.

The action needed

The Scottish Government and City of Edinburgh Council should commit to ensuring that all citizens have a decent home as a human right, and to taking all steps needed to ensure the city's return to activity following Covid does not result in a return to rough sleeping or evictions into homelessness on financial grounds.

Edinburgh needs to build an estimated 3,000 affordable homes, including 2,000 social rented homes per annum to meet its housing needs over the next decade, according to our estimates. But this need cannot be met under current funding arrangements. As an urgent priority, the Scottish Government should meet with city partners and ensure that its next Housing Investment Plan is sufficient to address Edinburgh's housing crisis.

Alongside grant funding, meeting these challenges will require new steps to address the cost and availability of land in Edinburgh. Towards this, it is critical that future city plans secure a minimum 35% affordable housing contribution from new developments in Edinburgh. Longer term, it is important that UK and Scottish Governments reform tax systems to reduce pressure on land prices in cities like Edinburgh.

We have welcomed the important steps that the UK Government made in temporarily increasing Local Housing Allowance levels to 30% of local benchmark rents in response to the Covid crisis, but we are concerned that the planned removal of this increase next April will result in many more people facing a growing shortfall between rental commitments and support with housing costs, at a time when

employment options for many will be restricted. We want to avoid these families being pushed into poverty. The UK Government should set Local Housing Allowance levels at a rate sufficient to meet median rents in Edinburgh, at least as a temporary measure through recovery from recession, and maintain the LHA at 30% of local rents permanently.

We have also welcomed Scottish Government legal protections against eviction into homelessness for rent arrears during the current crisis, but are similarly concerned that relaxation of these measures will result in a new wave of evictions next year. The Scottish Government should extend current protections to the end of 2021, and act now to strengthen measures and supports to ensure private landlords and tenants agree genuinely affordable repayment plans for rent arrears.

City of Edinburgh Council should commit to making maximum use of new powers to regulate and license short term letting in the city and aim to secure as many properties as possible for long term letting.

City of Edinburgh Council should expand and improve early person-centred advice and advocacy services to prevent homelessness, including specific support to help private rented tenants stay in their home when this is a sustainable option, draw upon Discretionary Housing Payments when they are eligible, maximise their incomes and manage their living costs. More broadly, housing and homelessness support services should be part of early phase work to implement holistic service models based on the 'right support in the places we live and work' principles set out earlier in this report.

Increases in private rents are one of the biggest challenges the city faces, but one of the hardest to address through the policy levers available at present. In carrying on the conversations this commission has started, the city needs a new alliance between City of Edinburgh Council, private rented tenants and landlords to build common ground and co-design practical measures to slow down rent growth in Edinburgh.

"Now is the moment to think and act big, by putting truly affordable housing at the centre of Scotland's recovery from COVID-19 to permanently end rough sleeping and to mitigate the expected spike in homelessness envisaged as more people struggle to recover from the pandemic."

Diana Noel Paton, Edinburgh Poverty Commission member

5.4 Income security that offers a real lifeline

"I'm a working single mum who was made redundant while on maternity leave to my 3rd "capped" child. I found myself stuck... Job centre didn't know how to help get me back to work. Not one person could advise me on getting back to work coz there is no help with a 3rd child... There is no interest in the wellbeing of low income families. Food banks are keeping people fed."

"Universal Credit and other types of support need to be less about 'we're going to catch you out' and more 'we're going to help you out'. It doesn't create a sustainable relationship between people and the services they are using. We'll never build trust unless we move in that direction."

Chris Kilkenny

Edinburgh Poverty Commission Member

Edinburgh Poverty Commission contributor

The challenge Edinburgh faces

Before the Covid crisis, we knew already that there were many people in poverty in Edinburgh existing on less than they might have if they had been aware of, or taken up all the support they were entitled to.

Across the UK, DWP estimates tell us that 40% of households do not claim Pension Credits that they are entitled to; 20% of those entitled to Housing Benefit do not claim their entitlement; and 10% of those entitled to Income Support/Income-related Employment and Support Allowance (IS/ESA) do not claim their benefits⁷. No official estimates on benefits take up in Edinburgh are published, but based on the city's share of population and income our estimates suggest that some £70-80m of these key income related benefits may be unclaimed in this city every year.

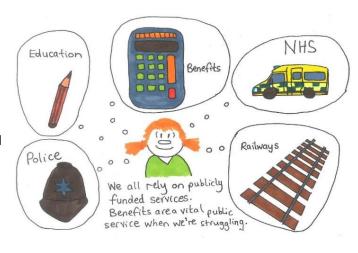
Many people are often simply not aware of the range of social security payments that could help make ends meet. They are also often frustrated with the processes they have to undergo to receive entitlements. They feel judged, shamed and fearful about putting existing support at risk. For some of these families the amount of unclaimed benefit may be not be significant, but our inquiry has revealed many examples of people whose lives have been improved substantially by support to help them maximise their take up of entitlements. On average, DWP estimates that unclaimed Housing Benefit amounts to £2,900 per year for each entitled family who does not take up the benefit. For Pension Credits and IS/ESA these averages rise to £2,000 and £4,100 per year respectively.

⁷ Department for Work and Pensions, Income-related benefits: estimates of take-up: financial year 2017 to 2018, available via

 $[\]frac{https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment \ data/file/867973/incomerelated-benefits-estimates-of-take-up-2017-2018.pdf}{}$

We knew too, that even if all benefits were claimed, the long-run impact of the benefit freeze until April 2020, the benefit caps and the 2-child limit meant that working-age people were often still left with not enough to live on. The gains from a rising minimum wage have too often been more than undone by these cuts. We heard many stories and reviewed much evidence to support the conclusion that the UK's social security system has been failing.

These failings have real consequences. The UK's Social Security system is a critical lifeline which supports almost all of us at various times in our lives and is part of a wider system of public services – like education, roads, and the police - that we all rely on to maintain a decent standard of living⁸. Scottish Government estimates tell us that even median income households derive around a quarter of their income (23%) from social security payments.



Since the onset of the pandemic, the importance of that lifeline has been clearer than ever. We are seeing a record increase in Universal Credit claimants in the city, alongside the potential of a new debt and mental health crisis for people on low incomes. Half of all families on Universal Credit say that they were struggling to pay their rent and other bills during the Covid lockdown, while 65% say their mental health was being affected by concerns about money⁹.

The experience of recent years has shown that government responses can make a profound difference to the number of people living in poverty. Despite a high and stable employment rate until Spring 2020, cuts to the value and reach of benefits in and out of work are the biggest single driver behind the increase in child poverty seen in recent years. At the same time, temporary increases in the value of Universal Credit and Working Tax Credit made in April for a year – combined with the scale of furlough schemes - have helped to dampen the growth of poverty rates in 2020, despite record increases in unemployment. It is vitally important that governments work together to make sure these short-term gains are not lost by a planned reversion to previous payment levels which were already less adequate than originally planned by the architects of Universal Credit.

⁹ Maddison, F (2020), A lifeline for our children: Strengthening the social security system for families with children during this pandemic, Joseph Rowntree Foundation and Save the Children, available via https://www.jrf.org.uk/report/call-stronger-social-security-lifeline-children

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⁸ Brook, Paul et al (2019), *Framing Toolkit: Talking About Poverty*, Joseph Rowntree Foundation & Frameworks Institute, available via https://www.jrf.org.uk/blog/five-doodles-help-make-sense-uk-poverty

Longer term we want to see more fundamental reform of the way social security systems provide a lifeline for people when they need it. As a society, we have committed to dignity in retirement: successive governments have put in place measures which have more than halved the rate of pensioner poverty. We need to see the same level of ambition for working age people, to ensure that when insecure work, redundancy, disability, caring or illness restricts people's ability to earn a decent living, we commit to a minimum level of income below which no one falls.

These are serious challenges that need national action, but the evidence we have seen during our inquiry has also demonstrated the power of local action to fill in gaps and help keep people's heads above water. Edinburgh made the right choice in the early months of the Covid crisis to automatically channel free school meal payments in cash to all families who were receiving them and, with the support of the Scottish Government in June, continued to make those payments during school holidays. It is vital that Edinburgh continues the good work it is already doing to ensure that locally administered payments are automated wherever possible to remove the complexity and stigma experienced by some with claiming.

At the same time, we have seen that Edinburgh is already a leader in the field of money advice and advocacy. Projects like <u>Maximise!</u> rank among the best and highest impact approaches seen anywhere in the UK. To end poverty, it is essential that the innovation and progress made in this area is built upon in the coming years, with high quality advice, advocacy and wellbeing support embedded in key public services in all parts of the city and available to all communities.

With most people who live in poverty in Edinburgh being in working families, and social security only accounting for half of the income of the lowest income households, we know that a stronger social security system alone is not enough to end poverty. As we have seen, fair work and genuinely affordable housing needs to do its share of the 'heavy lifting.' But we know too that we can do much better. The actions we describe in this section will by themselves represent a substantial step towards reversing the upward trend in child poverty in Edinburgh. Without these changes the system will continue to fail, stigmatise and constrain people when they need it most.

The action needed

Edinburgh Partnership and City of Edinburgh Council should work with third sector partners to ensure consistent, proactive, high impact support to maximise household income, reduce debt and boost family prospects is embedded in every nursery, school and GP surgery in the city. Building on best practice examples such as Maximise!, this approach should combine welfare rights and debt advice, advice on managing living costs, housing support, holistic family support, employability, and healthy living advice. Extension of this support is critical to ensuring that Edinburgh drives down the £80m of eligible DWP benefits which city residents are currently not taking up.

Cutting benefits in the middle of a recession is the wrong thing to do. The UK Government should commit to keeping the increase in Universal Credit and Working Tax Credit, as well as Local Housing Allowance, from April 2021 and extend this uplift to other legacy benefits. This will maintain demand in local economies during a recession and prevent thousands of families in the city from being pulled into poverty and the higher demand for other services this would be likely to trigger.

Further, in support of campaigns by JRF and Save the Children, we agree that the UK Government should introduce an urgent increase of £20 per week in the child element of Universal Credit and Child Tax Credit. The UK Government should also lift the 2-child limit and the benefits cap.

We welcome the Scottish Government's decision to open applications for the Scottish Child Payment to eligible families with younger children this year, but more is needed. The Scottish Government should take urgent action to extend applications for families with children aged six and over using local government payment channels to reach at least some eligible families faster than current plans. During an economic crisis families in most need cannot wait until the end of 2022 for this support.

At the local level, the Scottish Welfare Fund is a lifeline for families and during the Covid period has played a critical role in supporting people who were reaching crisis point. During our inquiry, however, we met too many people who could benefit but were not aware of this support. City of Edinburgh Council should take a lead on more active promotion of the crisis support available in the city – including welfare funds, advice and advocacy services – to make sure these lifelines can reach anyone who needs them.

Longer term action is needed to implement bold changes to social security in Scotland. The UK and Scottish Governments should commit to ensuring that the building of a new support system for Scotland is based on a fundamental objective of providing income security sufficient for people in Edinburgh to live free of poverty. We welcome the learning from research into ideas such as Citizen's Basic Income and a Minimum Income Guarantee, and encourage further exploration of the ways such innovations might provide a pathway towards that objective.

Edinburgh Partnership and City of Edinburgh Council should lead on the roll out of new programmes to 'poverty proof' all public services. Expanding on successful programmes such as '1in5' in schools, partners should commit to ensuring any costs under the direct control of city authorities are affordable, and that any debts or arrears are managed over the long term on fair repayment terms and with compassionate support.

Edinburgh Partnership should make available new long-term investment to expand the availability of and access to affordable credit in all parts of the city through examples such as Scotcash and the credit union movement. Such investments should be part of a long-term programme to boost responsible lending and financial inclusion in Edinburgh.

WHAT WORKS - Maximise!

The Maximise! team is one of the best examples we have encountered during our inquiry of a project finding innovative ways to collaborate across sectors, to break down barriers, and to help struggling families in Edinburgh improve financial resilience and health and wellbeing.

<u>Maximise!</u> is a Family Advice and Support Project delivered in partnership by Children 1st and CHAI (Community Help and Advice Initiative) and supported by NHS Lothian, the City of Edinburgh Council and Capital City Partnership.

Based in targeted schools across Edinburgh, the model is made up of integrated teams of staff offering advice on benefits, debt or housing problems, employability and family wellbeing support. Families can select the areas of support they engage with and they can move through and engage with the model of support in a manner and pace which suits their situation.

Every practitioner in the Maximise! Team identifies 'building relationships with families' as central to their practice and to the success of the approach in helping families. Emerging research by University of Edinburgh found that across each strand of service delivery approximately 70-80% of practice time was noted to involve relational efforts to build, or in many cases re-build, individual confidence and trust in others.

5.5 Opportunities that drive justice and boost prospects

"My depression comes from not having enough or able to give my kids not what they want but what they need. I battle every day to ensure my kids are loved, but do they know they are loved when all they hear is 'sorry we can't do that today' or 'you can't have that today'. I do not want the choices I have had to make in their life affect their health, education, or wellbeing all because I just simply didn't have the money!"

Edinburgh Poverty Commission contributor

"We all need to understand the cumulative impact of poverty on people's opportunities to progress. The stress, anxiety and trauma that comes from constantly worrying about food, energy and how costs will be covered. The worry for the safety, health and wellbeing of yourself and those close to you. Helping learners overcome these concerns – from basic food provision through to emotional support— so they can actually give attention to learning is crucial."

Stephen Kelly, Edinburgh Poverty Commission Member

The challenge Edinburgh faces

The impact of inequality is perhaps illustrated most starkly in the opportunities available to you depending on your income and where you live in Edinburgh.

Education in Edinburgh is more polarised than anywhere else in Scotland. The city has more pupils in independent schools in the city than any other part of Scotland. Six state schools in the city account for more than half of all pupils who live in the most deprived (first SIMD quintile) areas of the city, but only 2% of those from more affluent (fifth SIMD quintile) areas. At the same time, a group of seven other schools account for two thirds of all pupils from affluent areas, but only 10% of those from more deprived areas¹⁰.

Despite the significant efforts evident to close the attainment gap, Edinburgh is making slower progress than many other areas in Scotland. As the evidence paper that accompanies this report shows, there is slow progress at each stage except in P1 where the gap for key measures has stalled or widened. We have seen the pressure many headteachers are under to analyse a raft of data and deliver change on a range of school, city and national level indicators. Alongside that pressure, we have seen the positive work that can be done in some schools where a forensic approach to understanding the circumstances and needs of individual pupils means that personalised support can be put in place involving a range of services.

Across the system, however, Edinburgh seems to entrench inequality, doing better for more affluent pupils than the national average while doing worse for those from deprived neighbourhoods.

This is in large part a reflection of the city's residential polarisation. Inequality in school carries forward to opportunities beyond school as high-quality work experience and exposure to the world of work is still too

¹⁰ Scottish Government Schools Information Dashboard, available via https://public.tableau.com/profile/sg.eas.learninganalysis#!/vizhome/SchoolInformationDashboard-Secondary/Introduction

often driven by parental connections. While most young people growing up in poverty go on to live stable, productive lives, they are more likely than their peers to be involved in the criminal justice system – regardless of the nature of their actual offending behaviour - and contact with the criminal justice system increases the likelihood of continued offending. Only 11% of entrants to higher education in Edinburgh are from the 20% most deprived areas, compared to 19% nationally¹¹.

Covid has acted to widen these inequalities with a marked gradient between participation in education in private and state sectors and between the affluent and socio-economically deprived. One survey of 1,000 disadvantaged pupils across Scotland, for instance, showed that two thirds were unable to do school work during lockdown. One in four could not do any work because they had to care for others, while two-thirds said they felt low, anxious and stressed¹². Significant fears have been voiced by many of the lasting impact of a growing gap in educational attainment as a result of this experience.

Many of those we have spoken to reflect that the inequality of opportunity apparent for children and young people in Edinburgh is evident also for adults and particular groups in the city. We have heard of restricted opportunities for black and minority ethnic people, often highly qualified and working below their level of qualification. They feel they do not have access to opportunities which would enable them to take control of their lives and earn their way out of poverty.

We have heard from many that childcare, learning and employment opportunities are not flexible enough to enable parents to balance improving their prospects with caring for their families. We heard about a 60% increase in mental health disclosures at Edinburgh College over the last two years reflecting the stresses of balancing work, learning, childcare and living costs. Professionals also told us how the positive development delivered through early learning, childcare and education can be limited or undermined when it is delivered in isolation for the child and not integrated with wider family support. This is particularly illustrated in attainment for looked after children, which is consistently lower than for those living in the most deprived areas, and is reflected in <a href="https://doi.org/10.1001/jheart-10.1001/

This inequality of opportunity represents not only a challenge of structures and resource allocation, but also one of attitude and culture. For too long Edinburgh appears to have tolerated and been unwilling to address these injustices. The significant investments and genuine efforts to tackle the attainment gap in state schools will fail if we do not also address structural and cultural barriers.

¹¹ Scottish Funding Council, Report on Widening Access 2018-19 available via http://www.sfc.ac.uk/publications-statistics/statistical-publications/2020/SFCST062020.aspx

¹² MCR Pathways Lockdown Survey: Listening To The Voices Of Our Young People July 29, 2020, available via https://mcrpathways.org/mcr-pathways-lockdown-survey-listening-to-the-voices-of-our-young-people/

To end poverty in the city, Edinburgh needs to make a long-term commitment to be a city which values justice over privilege, by expanding access to high quality opportunities for all its citizens. Making this change will require action to improve understanding and awareness of poverty throughout the education system in Edinburgh, action to address structural issues which embed inequality and segregation, and action to embed approaches that are proven to build opportunities and improve prospects.

The action needed

City of Edinburgh Council and all state schools need to invest in a significant programme to codesign action with young people and families living in poverty. They must build on the learning from approaches to close the attainment gap, continuing to evaluate and crucially investing in local organisations working alongside families to build the foundations of a generational shift in opportunity.

City of Edinburgh Council should establish a deliberative process for all schools (including private) and their communities to increase awareness and understanding of poverty in the city (building on the 1 in 5 programme) to contribute to long term culture change and broad-based citizen support for building more equal communities with fairer opportunities for all.

Private schools in Edinburgh have a responsibility to do more to positively overcome segregation and inequality in the city. This means more action to share teaching, infrastructure and networks with local state schools and community groups – including for example sports facilities, digital learning links to widen subject choice where it is currently restricted, and access to a wider range of employers and individuals who could make valuable connections with state schools.

City of Edinburgh Council needs to act to develop genuinely mixed school catchment areas by 2030. This means long term commitment to develop mixed income neighbourhoods, review school catchments where opportunities arise, and ensuring decision on school placements, school building and investment reflect this aim.

Edinburgh's Universities must do more to make a positive impact on improving opportunities for people on low incomes or living in disadvantaged areas in Edinburgh to access and complete higher education and go on to high quality employment.

We believe there is a mindset shift needed in the approach to measurement. City of Edinburgh Council should reduce the pressure on schools to report performance on comparative attainment ladders. All schools should take a diagnostic approach to using live data on attendance, behaviour and crucially engagement to track progress and underpin the provision of rich experiences and enjoyment in school.

City of Edinburgh Council should ensure early years learning and childcare support is integrated with family support which is provided with flexibility of hours to enable parents and carers to work or learn and care for their families (drawing on example of Flexible Childcare Services Scotland www.fcss.org.uk).

Edinburgh Partnership members should invest resources in a radical expansion of mentoring schemes in Edinburgh, to reach every school in the city with effective screening and matching to support looked after and struggling young people to improve engagement with learning.

We call on citizens from a wide range of backgrounds to participate in managed mentoring schemes for children and young people and seek opportunities to champion individual schools, building positive relationships and bridges to a wider range of experiences and opportunities.

City of Edinburgh Council and Edinburgh Partnership must commit to monitoring and reporting on inclusion of and impacts for people living on low incomes and from disadvantaged areas, and from equalities groups, in all learning and employment opportunities in the city.

WHAT WORKS - Child and Youth Mentoring

Intandem Is Scotland's mentoring programme for young people aged 8-14, looked after at home. The programme aims to help provide young people with at least one long term relationship with a positive adult role model. Intandem matches young people with trained volunteers to build trusting, supportive and secure relationships which are supported to continue even if a young person's home circumstances change. Among common values, it is important that the programme is ambitious for young people and celebrates success and that the programme is dedicated and consistent providing support for as long as young people need it.

MCR Pathways is a school-based mentoring programme that currently supports around 2300 young people across Scotland each week. The charity works to address the attainment gap between care-experienced young people and their peers with a vision that, "every care-experienced and disadvantaged young person in the country gets the same education outcomes, career opportunities and life chances as every other young person".

In February 2020, the City of Edinburgh Council and MCR Pathways joined forces to roll out the mentoring programme throughout the city. In part, this followed the local authority's commitment to the Care Review's recommendations, which emphasised the importance of relationship-based practice in schools, including mentoring, to better support young people with experience of the care system.

Over the next three years, the scheme will support and inspire 500 young people in Edinburgh to build aspiration and confidence to fulfil their potential in education, training or employment opportunities of their choice.

5.6 Connections in a city that belongs to us

LIFT gave me support as single parent, struggling to manage on benefits because I couldn't find work that would fit in around looking after my kids. Then I started volunteering to help others and now have a job with LIFT. I am able to work hours that are suitable for me and my kids, which has given me so much more chance as a working parent and hope for the future

If we have learned anything from the last six months it is to value our connections to others within and between our communities. We must do everything we can to help people maintain connections or reconnect across the city, in very practical ways including transport and digital and in the longer term designing places as settings for relationships

Claire Baxter, End Poverty Edinburgh

Zoë Ferguson, Edinburgh Poverty Commission

The challenge Edinburgh faces

Too many people we have spoken to during our inquiry have told us they feel large parts of the city don't belong to them or that many aspects of Edinburgh life feel 'off limits' to them because of their lack of income, or the way they think people will judge them. These issues are particularly strongly voiced when people talk about some of the city's iconic institutions – such as Edinburgh's Festivals or tourist attractions – whose value seems remote to the lives of many citizens.

In addition to feeling that much of Edinburgh is 'off-limits' it can on a very practical basis just be unaffordable to travel and many people have told us they don't have places they want to go in the evening within walking distance of their home.

Bus travel in Edinburgh remains cheaper than in other cities in Scotland, but it is still too expensive for many hospitality workers — a gauge perhaps of how low their wages are and how few hours they can rely upon per week/month. There is also an issue with a lack of public transport for shift workers both early morning and late night. Being unable to afford or get transport to and from work also causes health and safety issues with workers (particularly young women) having to choose between spending 2 hours wages on a taxi home and walking home in the dark. For students the cheapest form of transport isn't always the most efficient to get to and from campuses. Some students have to take up to three buses when they could get one train, because the cost of train fares isn't covered in FE travel bursaries. We have heard that many people cannot afford to buy a monthly travel pass which would be the cheapest option because their income is too low.

While we have all been limited in our enjoyment of the city since the Spring, Covid has intensified the divide in experience:

- Perhaps most of all the experience of Covid has emphasised the importance of local community
 infrastructure the value of having shops, quality outdoor and particularly green spaces, and
 support services available within walking distance of your home. The shift in provision of essential
 services to local resilience hubs has highlighted a longer term need for support close to home for
 people or issues which are not well suited to digital / remote approaches;
- While the pattern of movement around the city is still limited and the future largely unknown, we
 know that pre Covid, the cost and ease of transport across the city was a major barrier to people's
 ability to hold down jobs, access educational opportunities and support, participate in activities and
 maintain family and social connections;
- Pre Covid, we know many of those who would most benefit from being digitally connected were
 least likely to be so particularly disabled people and those with long-term conditions. Digital
 exclusion has worsened during the pandemic due to the data costs of greater use being
 unaffordable for many. Digital connectivity has become an absolute necessity to maintain
 connections and relationships, but we also know that for many, particularly older people on low
 incomes, lack of access to digital devices and skills have contributed to many people feeling ever
 more isolated.

Perhaps one way in which Covid has acted to bring us together rather than divide is in prompting us to care more for our fellow citizens. Neighbours have reached out to provide informal support for each other, huge numbers of people have volunteered to provide vital help and there are <u>numerous examples</u> of community activists stepping forward to address local needs.

To end poverty in the city, Edinburgh needs to address the way the city's future development is planned, provide support to tackle social isolation and enable connections within and between communities.

The action needed

In the renewal of Edinburgh's Festivals and tourism economy post Covid, Scottish Government and City of Edinburgh Council should ensure that any public funding is conditional on delivery of actions to promote inclusion and equality in the city.

In addition to supporting Fair Work, festival programmes and tourist attractions must improve affordability and access for people in all parts of the city, including schools.

City of Edinburgh Council should ensure planning and design of housing, amenity, employment and services addresses the need for quality spaces, green space, support, activities and opportunities where people live. We support Edinburgh Climate Commission's call for placing the 20-minute walking (or 'pram pushing') distance principle at the heart of designing all neighbourhoods in Edinburgh.

Starting with Edinburgh as a test site, Scottish Government should extend eligibility for concessionary travel to under 25s and to unpaid carers. This is the next step towards our ambition by the end of this decade, that a fleet of low carbon Lothian Buses carries all passengers at no or very low cost.

Edinburgh Partnership members should collaborate with other partners to provide 'single gateway' easy access to free and concessionary travel, simplifying highly fragmented schemes already available via schools, employability programmes and Job Centres.

Edinburgh Partnership members should combine resources to develop a zero-interest loan scheme to allow low-income passengers to buy long-term travel passes and thus benefit from the lowest fares.

Lothian Buses should commit to listening to the voice of low-income passengers in the city, and ensure routes and timetables adapt to enable people from all communities to access work locations – including early shifts and night-time economy jobs - and participate in the life of the city.

City of Edinburgh Council should work with city partners including specialist third sector organisations like People Know How to improve affordability, availability of broadband, and digital equipment, and to promote digital inclusion and skills. At the same time, they must ensure people can speak to someone on the phone or face to face when that is what they need or prefer.

There is a challenge for Edinburgh residents too: we call on citizens not to let go of the connections they have made, to continue to reach out to each other, to engage within their own and other communities across the city whether formally as volunteers or mentors, or informally as good neighbours.

WHAT WORKS – Low Income Families Together

Established in November 2017, Low Income Families Together (LIFT) is a support and advocacy project based in the Muirhouse Millennium Centre in the north of Edinburgh. It provides an integrated, specialist advisory service covering issues such as housing, benefits and debt advice, linking and enabling progress to relevant services and skills training for employability.

Through one-to-one and group support, LIFT seeks to develop a stable and positive environment for families and the community through encouraging peer interaction and tackling social isolation. As well as practical support, such as financial budgeting, LIFT staff and volunteers offer emotional support to increase the confidence, wellbeing and self-esteem of people.

LIFT provides immediate help in crisis but also sticks with families as long as support is needed. Support is personalised, holistic and enables people to build confidence to take control of their life and contribute to their community.

5.7 Equality in our health and wellbeing

"My experience as an employee with a recognised mental health disability and nearing retirement age has been one of not feeling valued enough or understood, to be considered and supported for advancement up the career ladder. This mindset needs to change. We are all human and we all have problems."

"I have serious concerns about young people and men who are at risk of suicide since Covid restrictions came into force. This has to be highlighted, and we need to do more to reach out and help people connect to mental health support"

Denise List, EndPovertyEdinburgh

Betty Stevenson, Edinburgh Poverty Commission member

The challenge Edinburgh faces

Scotland has long held the shameful position of the sick man of Europe, with some of the widest health inequalities. There is clear evidence that poverty and wider income inequalities, combined with planning decisions grouping low income households together in poor quality social housing drives this unenviable reputation. Multiple public health initiatives have failed to deliver any sustained narrowing of the gap because we have not effectively addressed the underlying determinants.

Edinburgh shows higher than average levels of health and wellbeing compared with Scotland, but health inequalities are very wide, reflecting inequalities in income, wealth and power. Citizens in the most deprived areas of the city experience significantly poorer physical health, higher incidence of poor mental health and higher levels of premature mortality than those in better-off parts of the city. A boy born in New Town West can expect to live on average 21.4 years longer than one born in Greendykes/Niddrie Mains.¹³

Through all our work, we have heard that poverty takes an intolerable toll on people's mental health. Great hardship is caused by a combination of poor material circumstances and the way people in poverty are often treated. We know from Scottish Government data that you are three times more likely to have below average wellbeing in the most deprived areas compared to the least and at GP practices like Craigmillar Medical Group and Muirhouse Medical Centre, poor mental health is the predominant feature in half of all consultations.

Even before the pandemic, our health services were insufficient alone and not equipped to address the root causes of significant health inequalities in the city. People living in deprived areas experience longer

¹³ Sources for all data referenced in this section are available in the Evidence paper that accompanies this report.

waiting times, shorter appointments and lower empowerment, while GPs in practices in deprived areas experience higher levels of stress.

By mid-September, a total of 2,150 positive cases of the virus had occurred in Edinburgh and sadly 429 deaths had been registered. The virus has shone a very bright light on pre-existing inequalities and injustices. The most socio-economically deprived have been and continue to be more likely to die. Between March and September, people in the most deprived areas in Scotland were just over twice as likely to die with Covid than those living in the least deprived areas. There is also evidence of increased risks of serious illness due to COVID-19 in those of South Asian origin, with a two-fold increase in risk of needing critical care or dying within 28 days of a positive test. There is also evidence of an increased risk of hospitalisation among Scots of Black, Caribbean or African ethnicity. It is estimated that half of excess Covid mortality in black and ethnic minority populations is accounted for by poverty. In addition, the largest rise in excess mortality for non-Covid deaths occurred in the most deprived areas. Inequality by this measure was 30% higher than average for the previous five years. Those in the lowest paid jobs have been the least likely to work from home during the pandemic and consequently most at risk of infection.

At the most basic level, an estimated 10,000 adults in Edinburgh reported 'running out of food' at least once in the past 12 months because of a lack of money. Since Covid the efforts to provide food for people, initially assumed to be primarily for those self-isolating, has uncovered a much larger number of people experiencing food insecurity. To a very large degree, this is a symptom of falling incomes, rising costs and vulnerability of support networks which needs to be addressed upstream. In our interim report we highlighted the large number of organisations who had stepped in and shifted their purpose to ensure food was reaching those in need. Over the lockdown, significant collaboration between the Council, EVOC, and a wide range of voluntary organisations developed a systematic approach to food provision

We know Covid has exacerbated anxiety and depression and the Royal College of Psychiatrists predicts the impact could widen mental health inequalities for a generation. Our interim report highlighted the impacts of Covid on mental health including bereavement, increased numbers of people in circumstances causing trauma and stress and intensified impacts. We have heard particularly the concern for young people in our communities and increasing risk of suicide. We welcome https://doi.org/10.1001/jht/suicide-need-for-city-partners-to-get-behind-a-holistic-approach-to-improving-mental-health-and-wellbeing.

Covid has shown more clearly than ever the causal link between poverty, ill health and premature death. Its economic impacts are very likely to result in many more people becoming unemployed and living on much reduced incomes. Support and services everywhere will need to respond as we expect to see a rising tide of poverty.

The effects of the virus are likely to be long lasting with or without a second wave in the winter, reflected in a long tail of physical and mental illness for many and the lasting impact of trauma. Some services have been transformed during the pandemic, including through a welcome enhanced recognition of the importance of flexible, holistic community-based services and a greater emphasis on digital service provision. The effects on people in poverty and wider equalities groups of such service transformation needs to be assessed.

The impact of Covid in care homes has posed urgent and fundamental questions about the way in which we look after our old and vulnerable people. We have allowed a fragmented system, which essentially aims to mitigate decline, to fail in shocking measure. We welcome the recent announcement of a review of social care and consideration of a National Care Service. This review needs to be of the same scale and level of ambition as the Independent Care Review if we are to appropriately value old and vulnerable people within our communities.

To end poverty in the city, Edinburgh needs to tackle structural issues impacting on health inequalities and redesign services, support and systems of care to enable wellbeing, from the earliest years through to old age.

The action needed

Fundamentally we must address the preceding actions in this report in order to make a clear and significant impact on the health and wellbeing of low-income citizens and reduce health inequalities.

City of Edinburgh Council, EVOC and local organisations must continue to fund, co-ordinate and operate services to provide quality fresh food to citizens who experience food insecurity, avoiding a return to reliance on food banks. Our call to improve income security is key to replacing the need for food provision, combined with action to develop place-based approaches to bring together healthy eating, sustainability and community development.

The Edinburgh Partnership needs to invest and work with local organisations alongside primary care teams in order to provide community-based supports and activities which enable positive wellbeing and enable people living with long term health conditions to self-manage with peer and specialist support and to live well in their communities. This could helpfully be linked to the creation of a network of community treatment centres to manage conditions and community health and wellbeing services supporting children and young people, announced in the recent Programme for Government.

The city will need to make a significant and sustained effort to improve mental health, responding both to the impact of recent trauma and the underlying causes of mental health inequalities. The Edinburgh Partnership and employers must invest in early intervention, first aid and holistic approaches.

Awareness raising and basic training can enable citizens to be confident in peer support and first level responding carrying forward the empathy and reaching out to others they have already shown.

NHS Lothian should review service transformation to ensure renewal has a sharp focus on addressing health inequalities, maintaining face to face contact where appropriate to establish the trust needed to identify wider issues beyond immediate presentation and deal with medical complexity.

We welcome the announcement of the Scottish Government review of social care and consideration of a National Care Service. In the city's response to that review we should ensure that investment to support disabled adults, older people and carers is rooted in organisations which are strongly connected to the communities they serve.

6. Achieving real change

Passing the baton: End Poverty Edinburgh

This report marks the end of the work of this Edinburgh Poverty Commission, but only the beginning of a movement that needs to take root to create an Edinburgh without poverty.

The final act of this commission is to pass on the baton to those who will act to make the changes we have set out in this report, and to those who will hold the city to account for delivering those changes.

The Commission has been working hard to develop a new network provisionally named 'End Poverty Edinburgh', who will carry on the work we have started. This is a group of Edinburgh citizens we have met during our inquiry, who have expressed their desire and commitment to be a part of the change their city needs to make. Some members have experience of living in poverty, others see the impact of poverty directly through their work and others are allies who care and want to see justice for their fellow citizens.

We believe this group, independently funded and working without oversight from any Edinburgh institution, represents the start of a new citizen-led movement to end poverty in Edinburgh, which will build in force as they are joined by allies from all parts of the city. We are passing the baton to them to:

- Continue to raise awareness and understanding of the experience of poverty in Scotland's capital city – as real, costly, damaging but also something that can be solved
- Influence decisions that are made about how the city works and how institutions should codesign and deliver services, and
- Hold the city to account for delivering actions to end poverty in Edinburgh.

Commitment, starting now

This report describes a big ambition and a large number of discrete actions that need to be delivered in this city. As a Commission we are under no illusions about the scale of the challenge we have set out, and our expectation is not that every action in this report can be delivered in full on day one. We are also clear, though, that the city must now act on the ambition invested in setting up this Commission and that the first year following publication of this report must be one of real commitment and progress

We know and fully recognise that the economic and public health risks facing us bring with them serious financial challenges for all sectors in the city. We are also clear that the next year is a period of change which will to a great degree shape Edinburgh's new ways of working for the next decade.

With these thoughts in mind, we expect:

 The first twelve months following publication of this report to be a period of implementation and planning - delivering those actions which can be implemented immediately and planning of those actions which need further development. In particular, we expect:

- All city partners to make a public commitment to end poverty in Edinburgh by 2030, and to delivery of the four core targets set out in this report.
- City of Edinburgh Council and Edinburgh Partnership to meet with the new End Poverty
 Edinburgh citizen group to agree ways of working together and define new opportunities
 for citizens to co-design and influence change in the city.
- City of Edinburgh Council and Edinburgh Partnership to publish detailed plans setting out how they intend to respond to all the calls for action in this report.
- City of Edinburgh Council and Edinburgh Partnership to include annual reporting on progress towards delivery of these actions within the <u>Local Child Poverty Action Reports</u> they are already required to produce. In line with latest Scottish Government guidance, these reports should focus on actions to end poverty for all ages, and all 7 of the action areas described in this report, not only those focused-on poverty as it is experienced by children.
- The Scottish Government to commit to work with City of Edinburgh Council and other city partners to agree the additional investment, in particular to drive actions on housing and homelessness, needed in the city. As our second largest and fastest growing city it is clear that Scotland cannot meet its ambitions for tackling poverty without support for additional focused action in Edinburgh.
- All Edinburgh Partnership member organisations should commit, starting within the next budget cycle, to publish an annual statement on the impact they expect their budget decisions to have on the lives and experiences of people in poverty in Edinburgh.
- Edinburgh Partnership to use its convening powers to bring together city partners including business, private schools, independent funders and philanthropists in order to marshal all the resources of the city to grow a new End Poverty Edinburgh Fund. The purpose of this fund should be to resource innovation in support of the actions described in this report.
- The period 2022 to 2024 to be one of delivery and acceleration of progress, in which Edinburgh makes a substantial and evidenced contribution to meeting the Scottish Government's interim targets for reduction of Child Poverty, as set out in the <u>Tackling Child Poverty Delivery Plan</u>.
- The period 2025 to 2030 to be one of sustained progress and measurable impact. It is in this period that we expect to see all the actions set out in this report in place, meeting their objectives, and delivering all four of the targets described earlier in this report. By delivering on these actions we are confident that Edinburgh can be, by 2030, a city in which:
 - No one feels stigmatised, abandoned, or treated with less respect by the city as a result of their income or their wealth

- No one has to go without the basic essentials they need to eat, keep clean and stay warm and dry.
- Fewer than one in ten children and fewer than one in ten adults are living in relative poverty at any given time, and
- O No-one lives in persistent poverty.

7. A big thank you

The past 18 months have represented, we think, the largest single inquiry on the experiences, causes, and solutions to poverty ever conducted in any local authority area in Scotland. During the course of this inquiry we have heard from over 1,000 participants, met or heard from over 70 organisations, held over 100 evidence sessions, and published 7 reports or research papers.

None of this could have taken place without the enthusiastic support of the people of Edinburgh who have come together to make this Commission work. In closing this report we want to give a big thank you to the many individuals too numerous to count who have by turn inspired, encouraged, disseminated and followed the Commission's journey. Whatever improvements are made in Edinburgh as a response to this report, they will happen because of you and the clarity with which you have articulated the changes you need to see.

We want to offer our thanks to the **City of Edinburgh Council**, and the **Edinburgh Partnership** for convening the Commission and for the resources and support that have made this work possible. In particular we would like to thank elected members from all parties and senior officials from the Council and the Partnership for their openness, honesty, and willingness to engage positively with the challenging questions this Commission has posed.

We would like to thank the Scottish Government, and Joseph Rowntree Foundation for their support in resourcing the programmes of citizen research and engagement which have been critical to the work of this Commission. Huge thanks also to our partners at Poverty Alliance and the Scottish Poverty and Inequality Research Unit for their knowledge, creativity and commitment in meeting those research briefs.

And a big thank you too to all our contributors, to all the hosts of our Commission meetings, to all the projects who welcomed us and share their insights with us, and to all the organisations who supported our communications, contributed guest blogs for the Commission's website and answered the Commission's calls for evidence, including:

Bethany Christian Trust

Blackwood Housing

Business in the Community Scotland

Capital City Partnership Carnegie UK Trust Changeworks

Citadel Youth Centre

Edinburgh and South East Scotland City Region Deal

PMO

Close the Gap

Community Help and Advice Initiative (CHAI)

Community One Stop Shop

Community Renewal

Link Living

Lothian Deprivation Interest Group Low Income Families Together (LIFT)

Maximise! Mind the Craic

Minority Ethnic Carers of People Project

Moredun Multis Residents Group Muirhouse Healthy Living Centre

Multicultural Family Base

My Gracemount

National Association of Welfare Rights Advisors

Next Step

Craigentinny Early Years Centre NHS Lothian

Crewe Medical Centre

Cyrenians

The 1in5 project

DWP

Police Scotland

Edinburgh Association of Community Councils

Edinburgh Chamber of Commerce

Edinburgh City Youth Cafe

Port of Leith Housing Association

Presence In Action Collective

Preston Street Primary

Edinburgh College Edinburgh and South East Scotland City Region Deal

Regional Enterprise Council

Edinburgh College Students' Association Professor Sue Ellis, University of Strathclyde
Edinburgh Evening News Professor Susan McVie, University of Edinburgh

Edinburgh School Uniform Bank Save the Children

Edinburgh Trust Scotcash

Edinburgh Voluntary Organisations' Council Scottish Federation of Housing Associations

Enable Scotland Shelter Scotland

Firhill Community Council Social Bite

Foundation Scotland Space and Broomhouse Hub

Foursquare Scotland (Stopover Hostel) Streetwork

Fresh Start The Junction, young people, health & wellbeing

Gilmerton Community Centre

Granton information Centre

Grassmarket Community Project

The Ripple

Thistle Foundation

Tron Kirk Foodbank

Hibs Community Cook Club Turn2Us

Homelink Family Support Tynecastle High School Equity Improvement Group

Homestart Unite Hospitality

Invisible Edinburgh University of Edinburgh

Joined Up 4 Jobs University of Edinburgh Students Association

Liberton High School Working Rite

Appendix 1 – Meet the Commissioners



Dr Jim McCormick (Chair)
Associate Director for Scotland at the Joseph Rowntree Foundation



Cllr Cammy Day (Vice Chair) Depute Leader of the City of Edinburgh Council



Mary AlexanderDeputy Regional Secretary
of Unite the Union



Diana Noel-PatonFormer Chief Executive of the Thistle Foundation and citizen of Edinburgh



Zoe Ferguson Independent analyst and citizen of Edinburgh



Craig SandersonFormer Chief Executive of Link Housing Association and citizen of Edinburgh



Stephen KellyHeadteacher of Liberton
High School in Edinburgh



Betty StevensonConvener of Edinburgh
Tenants Federation and
citizen of Edinburgh



Chris KilkennyCommunity campaigner and citizen of Edinburgh



Prof Carol TannahillChief Social Policy Adviser to the Scottish Government



Sandy MacDonald Head of Corporate Sustainability at Standard Life Aberdeen plc



Celia TennantChief Executive of Inspiring
Scotland



Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Edinburgh and South East Scotland City Region Deal Annual Report

Executive/routine
Wards All
Council Commitments 1, 2, 4, 6, 7, 10, 18, 19

1. Recommendation

- 1.1 To note the summary findings of the second annual report for the Edinburgh and South East Scotland City Region Deal.
- 1.2 To note that targets on how the City Region Deal will integrate delivery on net zero carbon aims will be incorporated within the Council's commitment to become a resilient, carbon-neutral city by 2030.

Andrew Kerr

Chief Executive

Contact: Andy Nichol, Programme Manager, Edinburgh and South East Scotland City Region Deal, E-mail: andy.nichol@edinburgh.gov.uk | Tel: 0131 529 4461



Report

Edinburgh and South East Scotland City Region Deal

2. Executive Summary

- 2.1 This report summarises the key findings from the appended City Region Deal Annual Report for 2019/20. The report was published on 31 August 2020 and approved by the City Region Deal Joint Committee on 4 September 2020.
- 2.2 The Deal continues to be operating successfully and the governance arrangements facilitated a positive response to challenges associated with Covid-19.

3. Background

- 3.1 The Edinburgh and South East Scotland City Region Deal was signed by the First Minister, Prime Minister and City Region Leaders on 7 August 2018.
- 3.2 Each year, City Region Deal partners are required to produce an annual report to assess how well the City Region Deal is aligning towards the overall vision and inclusive growth outcomes for the city region.
- 3.3 The report was published on 31 August 2020. Its findings were approved by the City Region Deal Joint Committee on 4 September 2020.
- 3.4 The report will form the basis for the second Annual Conversation between the Scottish Government, UK Government and Scotland Office and City Region Deal partners at senior level, which should take place later in 2020.

4. Main report

- 4.1 The Annual Report for 2019/20 is an overall progress report for the City Region Deal programme between 1 August 2019 and 31 July 2020, with the exception of the Financial Statement which contains financial information for the Financial year 2019/20.
- 4.2 It contains a City Region Deal overview, Financial Statement, a short summary of progress on each project and programme and expected milestones to be achieved in the next year. Case studies are included across the report. This report also includes a summary of the partners' regional response to the Covid-19 pandemic.

- 4.3 Key achievements in the second year of the Deal include:-
 - 4.3.1 The continuing development and strength of the regional partnership;
 - 4.3.2 The agility to respond quickly to Covid-19. Specific examples include:
 - the launch of a COVID-19 Jobs Support portal;
 - flexing the Deal's governance to establish a Transport Transitions Group develop a regional (including Stirling and Clackmannanshire councils) bid for the Bus Priority Rapid Development Fund; and
 - the Data-Driven Innovation Programme allocating £250k in small grants to enable staff and students to apply data-driven-innovation ideas in support of communities, services and businesses in the city region.
 - 4.3.3 The approval of the Usher Institute business case and development of the DataLoch which has also been of real benefit in the context of Covid.
 - 4.3.4 Construction commencing at the Borders Innovation Park and at the Queensway Industrial Estate in Glenrothes as part of the Fife Industrial Innovation Investment.
 - 4.3.5 Internal Audit finding our Accountable Body processes to be 'effective' and, as reported to the Governance, Risk and Best Value Committee, that the "control environment and governance and risk management frameworks have been adequately designed and are operating effectively, providing assurance that risks are being effectively managed, and the Council's objectives should be achieved."
 - 4.3.6 That a Benefits Realisation Plan has been agreed for the Deal. This is an analytical framework to provide an evidence base, identifying thematic interventions and a range of indicators to help track progress. This addresses the key aspect of the Audit Scotland Report on City Region and Growth Deals published in January 2020 which found that Scotlish Government has not set out how it will measure the programme's value for money with a key finding that Deals must have robust performance measures to demonstrate impact and value for money.
 - 4.3.7 Spend against profile has been a real strength and, two years into a 15-year programme, over £736.51 million (55% of Deal investment) has been approved through business cases. Over £100m has already been spent.
 - 4.3.8 The Regional Enterprise Council is also contributing extremely well and has played a valuable role in inputting to the development of the Benefits Realisation Plan, the Deal's contribution to the Ministerial Advisory Group on Economic Recovery and in ensuring that the Deal's inclusive growth focus to reduce inequality and increase wellbeing is at the forefront of its ambition.
- 4.4 The report demonstrates significant progress across the 24 projects and programmes within the City Region Deal. While COVID-19 affected the delivery of some of the projects all are considered to be within acceptable time and budget parameters:
 - 4.4.1 8 projects are in Stage 1: Define, which means that the project's business case is yet to be completed (9 in August 2019),
 - 4.4.2 13 are in Stage 2: Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (13 in August 2019)

- 4.4.3 3 are in Stage 3: Deliver, which means that the project has been implemented and is working towards delivering its objectives (2 in August 2019)
- 4.4.4 6 projects are considered to be on target to be completed on time (green score) or have been completed on time (12 in August 2019)
- 4.4.5 18 projects are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (12 in August 2019)
- 4.4.6 15 projects are considered to be on target to be completed within the specified budget (green score) or have been completed within the specified budget (16 in August 2019)
- 4.4.7 9 projects are projected to cost more than the specified budget, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (8 in August 2019)
- 4.5 Some of the key information that the City of Edinburgh Council has a direct interest in Table 1:

Table 1: Summary of Projects with CEC Interest

Project	Total Cost (£m)	Govt Contribution (£m)	CEC Contribution (£m)	Stage	On Time?	On Budget?	Further Information
Integrated Regional Employability and Skills Programme	£25m	£25	£0	2. Implement			pp. 37-43
Dunard Centre	£45	£20	£5	1. Define			pp. 48-49
West Edinburgh transport	£36	£20	£16	1. Define			pp. 44-45
A720 Sheriffhall	c.£120m	£0	£0	1. Define			pp. 46-47
Edinburgh Living	£263m	£15	£248m	3. Deliver			p. 50
Granton Housing*	TBC	TBC	TBC	1. Define	N/A	N/A	pp. 50-51

^{*}One of seven identified strategic housing sites across the region, will partly be funded by a £50m predominantly private sector housing infrastructure loan fund, managed and administered by Scottish Government,

Key:

Project Stages

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Thematic Board and Joint Committee.
2. Implement	Business case has been approved by Thematic Board and Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing a course or system.
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period

Red, Amber, Green

T: Status against timeline set out in business case/implementation plan, B: Status against budget set out in financial plan

RAG Status	Definition - Timeline	Definition - Budget	Action Required
Green	In line with business case/implementation plan	In line with financial plan.	No management action required
Amber	Delay is considered acceptable by PMO.	Within acceptable range.	Management action is in place by senior management to address issues, and project is being closely monitored.
Red	Delay is significant.	Outwith acceptable range.	Immediate action is required by senior management and relevant Boards as appropriate to address issues. Issues must be highlighted to Government.

- 4.6 £54.7 million of Government money was drawn down in the 2019/20, with £53.61 million on Capital projects and £1.06 million on the Revenue programme.
- 4.7 The annual report demonstrates that the Governance structure, established to manage City Region Deal activity, helped the partnership to respond quickly to the COVID-19 pandemic with some effective interventions. Four examples are detailed in the report: a new COVID-19 jobs portal; a new Health and Social Care Skills Gateway Proposition; Contribution to the Report on the Advisory Group for Economic Recovery; and the development of a Regional Transport Transition Plan. These all have strong links with ongoing activity through City Region Deal projects, and are pertinent examples of how the partnership, that normally monitors City Region Deal activity, can work together to deliver added value alongside the delivery of the Deal projects.
- 4.8 In considering last year's annual report on the Edinburgh and South East Scotland City Region Deal, Council approved an amendment that agreements should be sought from Deal partners on a clear statement on how the Deal will integrate delivery on net zero carbon aims. Details of Deal's contribution in this regard will be incorporated within the Council's reporting on becoming a resilient, carbon-neutral city by 2030.

5. Next Steps

5.1 Key priorities for the year ahead are summarised in Section 6 of the Annual Report and copied below:

City Region Deal Expected Milestones until Summer 2021

Date	Milestone					
December 2020	Joint Committee meeting where the following items will be considered:					
	Dunfermline Housing Business Case.					
	Regional Growth Framework update.					
	Easter Bush Business Case.					

	Integrated Regional Employability and Skills Programme update.
December 2020	Regional Growth Framework complete.
December 2020	Commence construction of the National Robotarium.
January 2021	Launch Edinburgh Futures Institute TravelTech cluster.
March 2021	Joint Committee meeting where the following items will be considered:
	 Edinburgh Innovation Park (Food and Drink Innovation at Queen Margaret University) Business Case. Fife Industrial Innovation Investment Programme Tranche 2 Business Case. Data-Driven Innovation Programme update.
March 2021	Variation to planning application for Dunard Centre to be ready for consideration.
April 2021	Start draw down of City Region Deal Easter Bush funding.
April 2021	Outline business case for West Edinburgh Transport Programme complete.
June 2021	Deliver the Regional Data Haven.
July 2021	Develop and release <u>DataLoch</u> beta – the first fully operational dataset.

6. Financial impact

- 6.1 There is no financial impact relating to the Annual Report for the City of Edinburgh Council. The Financial Statement shows that £54.7 million of Government money was drawn down in 2019/20. This included £5.2 million for the Edinburgh Living housing partnership.
- 6.2 The approved 2018/19 five-year Capital Investment Programme includes a budget provision £5 million as a contribution to support delivery of Dunard Centre and a £16 million budget provision to support the delivery of public transport improvements detailed in the West Edinburgh Transport Appraisal. No financial contribution will be required from the City of Edinburgh Council for the Sheriffhall project and the Integrated Regional Employability and Skills programme.
- 6.3 The £50m predominantly private sector housing infrastructure loan fund, managed and administered by Scottish Government, is proving of limited interest to the private sector due to the commercial terms of the loan.
- 6.4 It is recognised that need for continued financial innovation and collaboration to develop new infrastructure funding and delivery models. Further discussion is taking place UK and Scottish Government to explore future housing and infrastructure funding and delivery options.

7. Stakeholder/Community Impact

- 7.1 Inclusion is a key driver for the City Region Deal, and scores have been included for each project. Business cases for projects demonstrate how they will reduce inequalities and tackle the inclusion challenges specific to the city region.
- 7.2 A Benefits Realisation Plan (BRP) has been produced to monitor the impact of the Deal. The Plan sets out the overarching approach to reviewing and evaluating benefits by addressing two central issues:
 - 7.2.1 How the City Region Deal is performing against delivery plans as set out in approved programme and project business cases and the overall Deal Document objectives; and,
 - 7.2.2 What economic, social and other impacts may be generated as a result within the Region, Scotland and elsewhere in the UK?
- 7.3 In addressing these questions, the BRP initially sets out the key outputs for the Deal in terms of the investment levels planned for each Deal theme together with the projected levels of new jobs that will be delivered as a result. Against these outputs, the rest of the Plan sets out how the City Region Deal Programme Management Office will measure, monitor and evaluate the associated impacts that are likely to be generated. The BRP was approved by Joint Committee at its meeting on 4 September 2020.

8. Background reading/external references

- 8.1 City Region Deal Document (August 2018)
- 8.2 Previous Joint Committee Papers and webcast link
- 8.2 Benefits Realisation Plan for City Region Deal

9. Appendices

9.1 City Region Deal Annual Report 2019/20





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EXECUTIVE SUMMARY



Key Achievements



£54.7 million
of Government investment released in 2019/20
£103.2 million





£737m of funding approved for investment

by the Joint Committee over the 15-year programme



Business case for £85m

Usher Institute approved to enable data-driven advances in the delivery of health and social care



£1.8m committed

from the Bus Priority Rapid Deployment fund for bus improvements as lockdown is eased



£250K of DDI funding

for Covid-19 regional recovery research grants to enable University of Edinburgh staff and students to apply data-driveninnovation ideas in support of communities, services and businesses



Job support portal

Covid-19 jobs support portal launched 11 days after lockdown has seen over 16,000 unique visitors and has advertised 1000 jobs



The DataLoch facility

was made available for the Covid-19 collaborative research network in April



Funding approved for a Home Demonstrator

project that will use offsite construction methods to design and deliver 1000 low carbon homes for the region



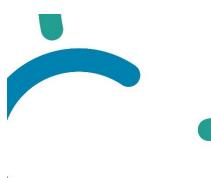
Construction commenced on £49m

Fife Industrial Innovation Programme and £29m Borders Innovation Park



6 industry partners

brought real-world challenges to the DDI's Students As Change Agents project, involving 180 University of Edinburgh students



Timeline

SEP 2019

2019

Usher Institute business case approved by Joint Committee.



Procurement of Design and Delivery consultants for West Edinburgh Transport programme.

APR 2020

Covid-19 Jobs Support Portal launched.

Construction work starts on 9 new business units at Queensway Industrial Estate, Glenrothes, the first wave of the Fife I3 Programme.



Housing and Construction Infrastructure Skills Gateway launches. It will provide multilevel support to schools, new entrants to the sector and upskill the workforce over the next 6 years.

MAY 2020

Regional Transport Transition Group formed to improve public transport delivery before lockdown restrictions ease.



- Data Skills for Work service launches.
- DDI Programme awards £250,000 to 19 projects that will use data-based approaches to support local responses to Covid-19.
- Funding confirmed by Scottish Government and Construction Scotland Innovation Centre for Housing Demonstrator Project starts.

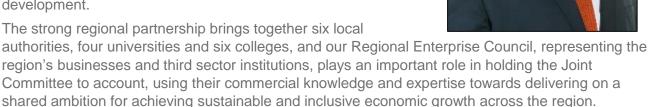


- Construction commences at Borders Innovation Park.
- Monitoring and evaluation framework approved by Government.

1 FOREWORDS

Cllr Norman Hampshire Convener of the Edinburgh and South East Scotland City Region Deal Joint Committee

The Edinburgh and South East Scotland City Region Deal continued to make great progress in its second year. On top of delivering cross-regional projects across the innovation, skills, transport, culture and housing themes and creating future regional infrastructure, a further major benefit is the work to enhance existing and develop new regional collaboration for strategic coordination across transport, housing, land use and economic development.



When COVID-19 struck our region in March this year, the partnership proved its worth. An excellent example of what can be achieved through collaboration was the launch of a COVID-19 Jobs Support portal on 3 April, just 11 days after the country was locked down. The portal is a regional offer for employers still recruiting and for COVID-19 impacted employees facing job losses. To date, over 16,000 unique visitors have accessed the site; over 1,000 full jobseeker registrations have taken place; 427 employers are registered on the site, and over 1,000 vacancies have been advertised. Without the Deal's Integrated Regional Employability and Skills programme, we would not have been able to respond so quickly. You can read about some of the people we have helped in this report.

Some key milestones have also been achieved: last September, the Joint Committee approved the £85 million <u>Usher Institute</u> business case, which will enable data-driven advances in the delivery of health and social care; and in July, construction began at the Borders Innovation Park in Tweedbank, which will provide a major economic boost to the Scottish Borders potentially creating over 380 jobs.

Of the £1.3 billion that was committed in the Deal Document, two years into that 15-year programme, over £736.51 million (55%) of it has been approved through business cases at the Joint Committee and, as of the financial year end 2019/20, £103.20 million has already been spent.

Investment through the City Region Deal will continue to make a real difference to communities across Edinburgh and South East Scotland, creating around 21,000 jobs. It is essential that we monitor and evaluate our progress to ensure that our projects are targeted to achieving the right outcomes as the challenges we face evolve. We have therefore worked with both Scottish and UK Governments to develop a Benefits Realisation Plan. I look forward to learning of the targets being met and exceeded and lives of citizens and communities being benefited by the Deal across Edinburgh and South East Scotland.

Leeann Dempster and Claire Pattullo Chair and Vice Chair of Regional Enterprise Council

As Chair and Vice Chair of the Regional Enterprise Council (REC), we are greatly encouraged with the momentum that is building in Year 2 of the Edinburgh and South East Scotland City Region Deal.

The REC was formed in November 2018 to advise the Deal's decision-making body, the Joint Committee, on the delivery of projects across the city region. In directly participating on the Joint Committee, we represent business and the third sector across the region and help to ensure that that the benefits from the Deal support our



Leeann Dempster Chair, Regional Enterprise Council



Claire Pattullo Vice Chair, Regional Enterprise Council

shared ambition for achieving sustainable and inclusive economic growth throughout the city region. This influence will be further extended in the coming year with representation on the Elected Member Oversight Committee that will shape the ambition and strategic direction of the Regional Growth Framework.

The REC members have a broad range of experience and expertise and wide networks to best represent business and the third sector across the city region. The emerging Regional Growth Framework and the City Region Deal's Economic Recovery response to the COVID-19 challenge both received active contributions from our membership.

REC members have also helped shape the City Region Deal's Benefits Realisation framework, ensuring that the Deal's inclusive growth focus to reduce inequality and increase wellbeing is at the forefront of its ambition. We want to ensure, for instance, that the strategic sites for housing developments are key areas of change and growth with sustainable placemaking at their heart. As many construction opportunities as possible should go to local people with the help of the Housing and Construction Innovation Skills Gateway. We are particularly determined to promote the use of Community Benefits and Social Innovation for the good of the citizens of Edinburgh and South East Scotland and to ensure that every Deal programme works together to maximise synergies.

The significance of the work of the Regional Enterprise Council was reflected by Andy Haldane, the Bank of England's Chief Economist, visiting to learn more about our work and that of the City Region Deal. This provided us with a welcome opportunity to highlight the issues facing by those who have not benefitted from previous economic growth. That visit took place in early February, before any COVID-19 lock-down was envisaged, and the world has changed significantly. The collective views of that meeting, that in promoting economic growth we must ensure we tackle inequality and disadvantage to build a more balanced and fairer society are, however, more important than ever. We look forward to promoting those inclusive growth ambitions still further through both City Region Deal activities and wider regional collaboration.

2 CITY REGION DEAL OVERVIEW

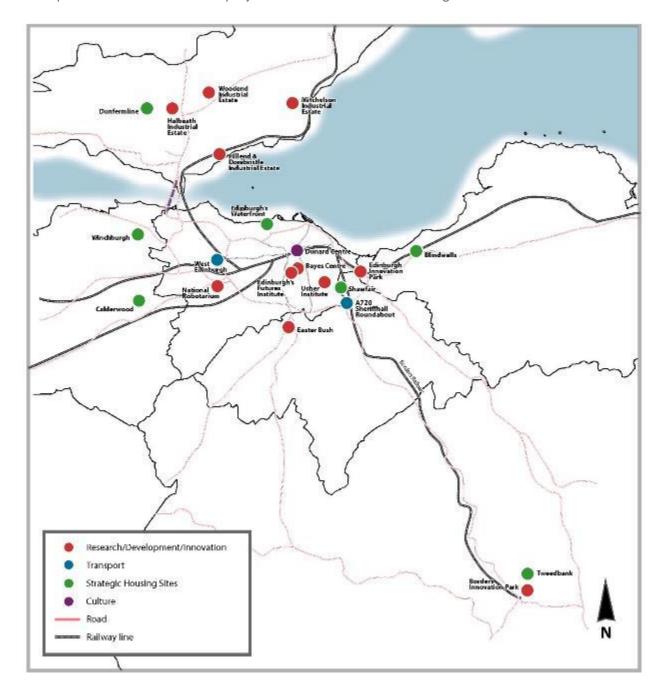
The Edinburgh and South East Scotland City Region Deal is a £1.3 billion, 15-year programme aimed at driving productivity and reducing inequalities through five key themes:

Research, Development and Innovation: £791 million

Integrated Regional Employability and Skills: £25 million

Transport: £156 millionCulture: £45 millionHousing: £313 million

The map below shows where the projects are located across the region:



The 24 City Region Deal projects are listed in the Table below. More detail on the projects, including their current status in Section 4.

Status of Programmes and Projects – August 2020

Theme/Programme/Project	Location	(Expected) Business Case Approval	Stage	On Time ?	On Budget ?
Research, Development and Innovation					
Edinburgh International Data Facility (Previously known as World Class Data Infrastructure)	Edinburgh/ Midlothian	<u>Dec 18</u>	2. Implement		
Bayes Centre	City of Edinburgh	<u>Dec 18</u>	3. Deliver		
National Robotarium	City of Edinburgh	<u>Dec 18</u>	2. Implement		
Edinburgh Futures Institute	City of Edinburgh	<u>Mar 19</u>	2. Implement		
Usher Institute	City of Edinburgh	<u>Sep 19</u>	2. Implement		
Easter Bush	Midlothian	(Dec 20)	1. Define		
Edinburgh Innovation Park (Food and Drink Innovation Hub)	East Lothian	(Mar 21)	1. Define		
Fife Industrial Innovation Investment	Fife	<u>Mar 19</u>	2. Implement		
Central Borders Innovation Park	Scottish Borders	<u>Mar 19</u>	2. Implement		
Integrated Regional Employability and Skills	Cross-Regional	<u>Dec 18</u>			
Integrated Knowledge Systems	Cross-Regional	<u>Jun 19</u>	2. Implement		
Labour Market Analysis and Evaluation	Cross-Regional	<u>Jun 19</u>	3. Deliver		
Integrated Employer Engagement	Cross-Regional	<u>Jun 19</u>	2. Implement		
Intensive Family Support	Cross-Regional	<u>Mar 19</u>	2. Implement		
Data-Driven Innovation Skills Gateway	Cross-Regional	<u>Mar 19</u>	2. Implement		
Housing and Construction Infrastructure Skills Gateway	Cross-Regional	<u>Mar 19</u>	2. Implement		
Workforce Mobility	Cross-Regional	<u>Jun 19</u>	2. Implement		
Transport					

West Edinburgh	City of Edinburgh	TBC	1. Define	
A720 (Sheriffhall Roundabout)	City of Edinburgh/ Midlothian	TBC	1. Define	
Culture				
Dunard Centre	City of Edinburgh	<u>Dec 18 *</u>	1. Define	
Regional Housing Programme	Cross-regional	Sep 19 (work programme report)		
Affordable housing programme	Cross-regional	N/A	1. Define (and 3. Deliver)	
Strategic sites	Cross-regional	TBC	 Define (and Implement) 	
Innovation and skills	Cross-regional	N/A	2. Implement	
Infrastructure and land	Cross-regional	N/A	1. Define	
Edinburgh Living (housing company)	Cross-regional	N/A	3. Deliver	

^{*}Revised business case under development (see Section 5 for more information).

Key:

Project Stages

Stage no.	Definition
1. Define	Business case being developed, and not yet approved by Thematic Board and Joint Committee.
2. Implement	Business case has been approved by Thematic Board and Joint Committee, and is being implemented. In a capital project, this may be construction; for skills projects this may be establishing a course or system.
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period

Red, Amber, Green

T: Status against timeline set out in business case/implementation plan; B: Status against budget set out in financial plan

RAG Status	Definition - Timeline	Definition - Budget	Action Required
Green	In line with business case/implementation plan	In line with financial plan.	No management action required
Amber	Delay is considered acceptable by PMO.	Within acceptable range.	Management action is in place by senior management to address issues, and project is being closely monitored.
Red	Delay is significant.	Outwith acceptable range.	Immediate action is required by senior management and relevant Boards as appropriate to address issues. Issues must be highlighted to Government.

Stages

As of 1 August 2020:

- 8 projects are in Stage 1: Define, which means that the project's business case is yet to be completed (9 in August 2019)
- 13 are in Stage 2: Implement, which means that the project's business case has been approved by Joint Committee and is in the process of being implemented (13 in August 2019)
- 3 are in Stage 3: Deliver, which means that the project has been implemented and is working towards delivering its objectives (2 in August 2019)

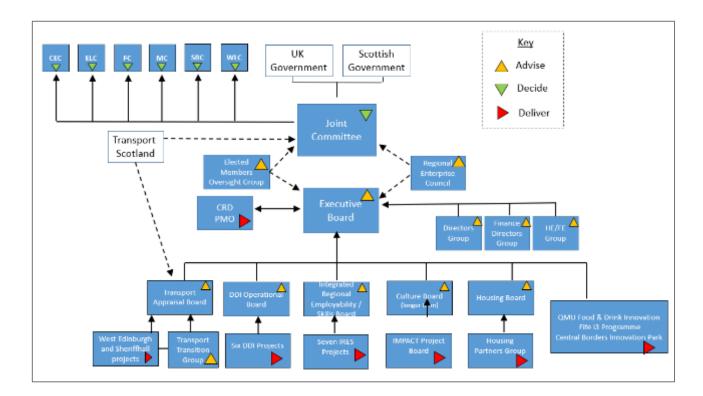
Time and Budget

While COVID-19 has affected the delivery of some of the projects (see Section 4 for more information), all are considered to be within acceptable time and budget parameters.

- 6 projects are considered to be on target to be completed on time (green score) or have been completed on time (12 in August 2019)
- 18 projects are delayed, but considered to be within an acceptable range, with management action in place to address the issue (amber score). (12 in August 2019)
- 15 projects are considered to be on target to be completed within the specified budget (green score) or have been completed within the specified budget (16 in August 2019)
- 9 projects are projected to cost more than the specified budget, but considered to be within an
 acceptable range, with management action in place to address the issue (amber score). (8 in
 August 2019)

GOVERNANCE

The City Region Deal has a comprehensive governance structure. This is summarised in the diagram below. There is more detail on the Boards and Groups in Section 3 of the <u>Deal Document</u>:



Benefits Realisation Plan

The <u>City Region Deal Document</u> states that each project approved by the Joint Committee will: "be subject to review and evaluation." A Benefits Realisation Plan has now been produced for the City Region Deal. It sets out the overarching approach to reviewing and evaluating benefits by addressing two central issues:

- How the City Region Deal is performing against delivery plans as set out in approved programme and project business cases and the overall Deal Document objectives; and,
- What economic, social and other impacts may be generated as a result within the Region,
 Scotland and elsewhere in the UK?

In addressing these questions, the Plan initially sets out the key outputs for the Deal in terms of the investment levels planned for each Deal theme together with the projected levels of new jobs that will be delivered as a result. Against these outputs the rest of the Plan sets out how the City Region Deal Programme Management Office will measure, monitor and evaluate the associated impacts that are likely to be generated.

The Plan will be submitted to Joint Committee for approval in September 2020, and regular performance updates will be produced thereafter.

Internal Audit: Review by City of Edinburgh Council of the Accountable Body - City Region Deal Funding Processes

The City of Edinburgh Council as lead authority acts as the Accountable Body for Edinburgh and South East Scotland City Region Deal.

The Council invited internal audit to review the City Region Deal funding processes to provide assurance from the outset that the Accountable Body's processes and operations are robust.

The review of grant claims and payments did not identify any errors, and review of operational controls including those in place to prevent and detect fraud and manage any potential conflicts of interest were deemed sufficient.

Internal Audit concluded and reported that the Accountable Body's processes are effective. They noted that the control environment and governance and risk management frameworks have been adequately designed and are operating effectively, providing assurance that risks are being effectively managed. The report was approved at The City of Edinburgh's Governance, Risk and Best Value Committee meeting on 7 July 2020 and was also noted at the City Region Deal Joint Committee on 7 August 2020.

3 FINANCIAL STATEMENT

This City Region Deal identifies new and more collaborative ways that partners will work with UK Government and Scottish Governments to deliver change to the city regional economy. The Governments will jointly invest £600 million over the next 15 years and regional partners committed to adding in excess of £700 million, overall representing a deal worth £1.3 billion. A summary of the City Region Deal total over a fifteen-year period is shown in the Table 2:

Table 2 Edinburgh and South-East Scotland City Region Deal Financial Summary

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Project	SG contribution	UKG contribution	Partner contribution	Total amount
	(£m)	(£m)	(£m)	(£m)
Food and Drink Innovation Campus	1.42	28.58	22.00	52.00
Bayes Centre	2.24	30.31	68.50	101.05
National Robotarium	1.43	21.04	-	22.47
Edinburgh Futures Institute	2.24	55.68	131.38	189.30
Usher Institute	0.73	48.46	35.40	84.59
World Class Data Infrastructure	0.67	78.93	111.03	190.63
Easter Bush	1.27	16.10	25.23	42.60
Easter Bush Link Road	-	10.90	19.10	30.00
Business Innovation – Fife	35.00	-	14.43	49.43
Business Innovation – Scottish Borders	15.00	-	14.05	29.05
Total Research, development and innovation	60.00	290.00	441.12	791.12
IMPACT/Dunard Concert Hall	10.00	10.00	24.99	44.99
Total Culture	10.00	10.00	24.99	44.99
Integrated Regional Employability & Skills Programme	25.00	-	-	25.00
Total Integrated Regional Employability & Skills	25.00	-	-	25.00
Sheriffhall Roundabout Upgrade*	120.00	-	-	120.00
West Edinburgh Public Transport Infrastructure	20.00	-	16.00	36.00
Total Transport	140.00	-	16.00	156.00
New Housing Partnership (Edinburgh Living LLP) **	15.00	-	248.00	263.00
Housing Infrastructure**	50.00	-		50.00
Total Housing	65.00	-	248.00	313.00
Grand Total	300.00	300.00	730.11	1,330.11

^{*}Includes £120m for Sheriffhall roundabout to be delivered by Transport Scotland

^{**} Funding issued by Scottish Government (Housing)

The City Region Deal Financial Summary for the period of April 2019 to March 2020 is set out in Table 3. Total expenditure and grant claimed for the year, amounts to £54.67 million. With £53.61 million on Capital projects and £1.06million on the Revenue programme.

 Table 3 Edinburgh and South-East Scotland City Region Deal 2019-20

	2019-	2020	Cumulative (2018- 2020)		
Project	CRD Spend (£'000)	CRD Grant claimed (£'000)	CRD Grant claimed (£'000)	CRD Grant % claimed	
Food and Drink Innovation Campus					
Bayes Centre	10,133	10,133	32,545	100.00%	
National Robotarium	930	930	1,000	4.45%	
Edinburgh Futures Institute	15,358	15,358	34,220	59.08%	
Usher Institute	1,503	1,503	1,503	3.05%	
Edinburgh International Data Facility formerly (WCDI)	17,424	17,424	17,424	21.89%	
Easter Bush					
Easter Bush Link Road					
Business Innovation – Fife Industrial Innovation Investment	1,433	1,433	1,433	4.09%	
Business Innovation – Scottish Borders Innovation Park	80	80	80	0.53%	
Total Research, development and innovation	46,860	46,860	88,204		
IMPACT - Dunard Concert Hall			-		
Total Culture		-	-		
Integrated Regional Employability & Skills Programme	1,057	1,057	1,057	4.23%	
Total Integrated Regional Employability & Skills	1,057	1,057	1,057		
Sheriffhall Roundabout Upgrade*	1,561	1,561	3,691	3.09%	
West Edinburgh Public Transport Infrastructure					
Total Transport	1,561	1,561	3,691		
New Housing Partnership (Edinburgh Living LLP) **	5,192	5,192	10,252	68.35%	
Housing Infrastructure**					
Total Housing	5,192	5,192	10,252		
Grand Total	54,670	54,670	103,204		

^{*}Scottish Government funded. Transport Scotland taking forward scheme delivery.

The City Region Deal cumulative grant claimed total for the period of April 2018 to March 2020, amounts to £103.20 million. This includes funding issued by Transport Scotland and Scottish Government Housing Department.

^{**} Funding issued by Scottish Government (Housing)

4 THE DEAL - SUMMARY OF PROGRESS

This section summarises the themes, programmes and projects within the City Region Deal. It details the progress that has been made in line with the Implementation Plan and highlights any current risks.

Quarterly performance reports are shared between the PMO and Governments throughout the year and are published at each Joint Committee meeting.

RESEARCH, DEVELOPMENT AND INNOVATION

Data-Driven Innovation (DDI)

The vision for the DDI Programme is to establish the city region as the Data Capital of Europe by supporting SMEs and high growth companies to scale, drawing in inward investment, fuelling entrepreneurship and ensuring inclusive economic growth through five ("TRADE") activities:

- **Talent:** to meet data skills demands in the City Region, Scotland and the UK through a range of undergraduate, postgraduate and CPD programmes;
- Research: by expanding the city region's leading DDI research activities to meet industry and other sectors' future data needs;
- **Adoption:** through increasing the practical use and adoption of DDI by the public, private and third sectors in the city region and beyond;
- **Data:** by providing the secure data storage, analytical capacity and data accessibility to underpin all DDI Programme activities; and,
- **Entrepreneurship:** enabling city region-based and other entrepreneurs to develop new DDI-based businesses through support in commercialising research.

The DDI Programme consists of a Programme Office and five Innovation Hubs: the Bayes Centre, Easter Bush Campus, Edinburgh Futures Institute (EFI), National Robotarium and Usher Institute. The Edinburgh International Data Facility (EIDF) will provide complex data and analytical services to support the operation of these hubs and delivery of the 'TRADE' themes above.

Headline Achievements in 2019/20

Last year, the DDI programme reported its first full year of activity in an ambitious 15-year plan, which is part of the University's commitment to the £1.3bn City Region Deal.

As of the financial year end 2019/20, £86.4m Government funding had been drawn down via the City Region Deal as investment in the programme.

Though still at a relatively early stage in its lifespan, the programme has already delivered some notable achievements such as the agreement with Legal & General to establish the <u>Advanced Care Research Centre</u>, a seven-year multi-disciplinary research programme and the first of its kind in the UK. Announced in January 2020, the £20m agreement marked the University's largest industry investment to be confirmed as part of the DDI programme.

In June 2020, the programme won a £23m bid to the UK Government's Strength In Places Fund to create the <u>Global Open Finance Centre of Excellence</u> in Edinburgh, a collaboration with FDATA Global and FinTech Scotland.

As part of the University of Edinburgh's response to the COVID-19 pandemic, the Programme allocated up to £200,000 in small grants to enable staff and students to apply data-driven-innovation ideas in support of communities, services and businesses in the city region. Out of 36 innovative proposals received, 19 were selected to help link academics with local and global organisations to deliver solutions using data to assist our region's recovery. Also, in response to COVID-19, the EFI

(one of the DDI 'hubs') launched a collaboration with Scottish Futures Trust into community-sourced data to support recovery planning.

Other highlights include the launch of the <u>FAST Agritech accelerator</u>, support for the <u>Wayra Al Blockchain Accelerator</u> programme at the Bayes Centre, and support for the <u>Creative Informatics Cluster</u>, which delivered three rounds of the Resident Entrepreneurship programme with £12k awards for 29 creative entrepreneurs. Public services initiatives have focused on smart places, with projects including the use of Internet of Things sensors to monitor air quality (a collaboration with University of Helsinki). Projects with local authorities include supporting the development of a Strategic Data Framework for Fife Council.

Over the last year, the DDI team has also focused on embedding robust governance and reporting processes to ensure fast and accurate capture of KPIs spread across five themes (talent, research, adoption, datasets, and entrepreneurship), designed to benefits 10 industry sectors and delivered through five DDI hubs – the Bayes Centre, Edinburgh Futures Institute, Usher Institute, Easter Bush Campus, and the National Robotarium – in collaboration with Heriot-Watt University.

Next Milestones

Date	Milestone
December 2020	Joint Committee approval for the Easter Bush Full Business Case.
December 2020	Commence construction of the National Robotarium.
January 2021	Launch EFI TravelTech cluster.
March 2021	Commission Easter Bush power and data infrastructure.
April 2021	Start draw down of City Region Deal Easter Bush funding.
June 2021	Deliver the Regional Data Haven.
July 2021	Develop and release DataLoch beta – the first fully operational dataset.

Key Risks and Mitigations

Risk	Mitigation
COVID-19 results in DDI Programme delays, and alters the method of delivery.	Adapt the Programme to take account of the long-term impacts of COVID-19 on the university, the region and wider economy.

Alignment with Wider Programme

The DDI Programme is aligned to the City Region Deal's Skills and Employability theme to improve citizens' digital skills through work with schools, colleges, employers and training providers. In the village of Newbattle, seven miles south of Edinburgh, Midlothian Council has set up the first in a series of knowledge sharing schools within the city region. As a Digital Centre of Excellence, Newbattle aims to lead the sector in the use of digital technologies to educate children and create innovative learner journeys that will equip students to thrive in the digital economy.

The project feeds into wider skills innovation through a coherent curriculum from nursery upwards based on inspiring materials delivered by teachers who are confident and competent in data education. In the spirit of the City Region Deal's partnership approach, the project is fostering

productive collaborations with other city region schools, staff and students at the University of Edinburgh, local employers and other social partners.

BAYES CENTRE

The Bayes Centre is the University of Edinburgh's innovation hub for Data Science and artificial intelligence. It offers a new kind of collaborative, multidisciplinary proving ground where we develop innovative technological solutions for the benefit of society. It is a community of over 400 internationally recognised scientists, outstanding PhD students, leading industry experts and innovation support professionals, working together across disciplines and sectors to advance data technology and apply it to real-world applications.



With around 30 external organisations who share the award-winning building as a base, it also acts as a one-stop shop for technical data science and AI expertise facilitating data-driven innovation by partnering with a wide range of private and public collaborating organisations. The technical strengths brought together in Bayes build on world-leading academic excellence in the mathematical, computational, engineering, and natural sciences in the University's College of Science and Engineering and beyond. The focus is on digital technology, robotics and autonomous systems, and space and satellites.

Data science education, tech entrepreneurship, and industrially-driven, multidisciplinary R&D are the core pillars of its strategy to boost the University's impact across the city, region, nationally, and internationally through new activity that complements the existing strengths of our community.

Having been open since October 2018, the Bayes Centre has already been delivering a range of activities and outputs. The Centre partially re-opened on 3 August for essential staff, and continues to remotely support external collaborators, is coordinating the College's development of technology enhanced learning in preparation for next session and has recently launched a call for new R&D Lab partnerships.

Headline achievements in the past year

- Enabled by investment from Scottish Enterprise, the Bayes Centre has: demonstrated over £22 million of investment in University research funding; created more than 290 jobs; generated over £65 million of investment for DDI start-up companies; and attracted over 40 corporate R&D teams to the city region. It has also established 14 start-ups a further 30 further new businesses to scale, with over 2,000 individuals attending on campus events (further enhanced with recent online event capability).
- Five new innovative Workforce Development courses have been developed the first of their type to be created by the University of Edinburgh.
- Nearly 30 companies have graduated from the <u>Wayra</u> Scale-Up Accelerator Programme.
- Development and successful delivery of two runs of an interdisciplinary <u>Data Ethics Massive</u> <u>Open Online Course (MOOC)</u> to over 2,500 learners, with a third run currently underway.
- Supported multidisciplinary bids in excess of £5.9 million and contributed significantly to a number of industry strategic engagements.

Next milestones (2020/21)

Due Date	Milestone
October 2020	Completion of review of data science courses CPD and executive education in collaboration with DDI Hubs.
	Successful delivery of Virtual EIE 2020 and funding secured for EIE 2021.
January 2021	Extend executive education/CPD portfolio for workforce development. Create an associate (virtual) membership for Bayes commercial partners. Submit major funding bid to support development of geospatial data proposition.
April 2021	Bayes Industry engagement, entrepreneurship and events programme fully expanded to include Space &Satellites sector.
July 2021	Support the development of new programme/courses in Space & Satellites within the School of Geosciences.
	Assess outcomes of Engage, Invest Exploit 2019 and 2020 investment rounds.

Key Risks

Risk	Mitigation
Concern relating to funding capability of external funders, likely at further risk due to COVID-19 situation.	Aligned University approach, closer focus on collaboration with key external stakeholders.
Building closure results in less face to face collaboration with members and partners, impacting on key objectives and project delivery.	Maintain full engagement with external members and partners remotely, provide reassurance, regular interaction and adjusted payment terms where necessary.
General loss of community-focussed momentum, with absence of the building removing the interactive industry/academic USP.	Coordination of remotely hosted events, via strengthened links with collaborating groups and units.

CASE STUDY - DATA SKILLS WORKFORCE DEVELOPMENT



As part of The Bayes Centres continued commitment to the development and delivery of datarelated training, the new Data Skills Workforce Development Training portfolio was launched in May 2020.

Each stand-alone course within the portfolio aims to develop new skills in the field of digital data for those that complete them. This provision of courses is delivered fully online, with each course being free at the point of entry to those who meet the Scottish Funding Council eligibility criteria, with eligible learners able to choose multiple courses. The courses currently within the portfolio are:

Data Carpentry

- Practical Introduction to Data Science (short course)
- Leading Technology & Innovation in Organisations
- Health Data Science
- Data Visualisations for Professionals

The Scottish Funding Council (SFC) invest around £1.8 billion a year into the Scottish Higher Education sector and fully support the development and delivery of this portfolio. The initial 2020 pilot includes a series of non-credit-bearing workshops and four credit-bearing courses (one entry level and three advanced levels).

EASTER BUSH

The project will seek to leverage the existing world-class research institutes and commercialisation facilities in order that Easter Bush becomes a global location of Agritech excellence. It will do this through the deployment of a campus-wide network that will generate and collate, in real time, a multitude of agricultural data. It will work with commercial collaboration partners to use this information to realise the potential of having the right food species and the right products in the right field at the right time to



maximise agricultural productivity. In addition, by improving on-site infrastructure and local road network, commercial partners will be able to co-locate at scale to commercially exploit Agritech breakthroughs.

Road improvements to create the A701 relief road and A702 link will provide enhanced access to the Easter Bush campus, suitable for a campus of this scale, from Edinburgh city centre, other University campuses and the surrounding regions, thus ensuring that the campus can continue to grow, and further development can be planned and implemented. Discussions have continued between Midlothian and Transport Scotland regarding the business case requirements for the associated package of Easter Bush transport proposals.

Headline achievements in the past year

While the Easter Bush Full Business Case is still subject to final review and approval, by Governments and the City Regional Deal Joint Committee, various activities have been taken forward this year that support the ambitions for the proposed developments on and off site, including:

- Funding, secured from external parties, to support the development of the Food & Agricultural Science Transformation (FAST) programme including the launch of Europe's first Agri-Tech Venture Studio;
- The appointment of a Director of Continuing Professional Development (CPD) to develop and evolve the current CPD strategy (given the anticipated uplift of over 100,000 learners across all forms of CPD and Massive Open Online Course (MOOC) engagement over the lifetime of the DDI Agri-Tech programme);
- The opening of the University of Edinburgh's Large Animal Research and Imaging Facility
 (LARIF) with its focus on enhancing food security and the health and welfare of farmed animals,
 through research aimed at producing livestock that are genetically more resistant to disease and
 by the development of improved vaccines (March 2020, post contract works on-going occupation January 2021);
- The Campus perimeter road and supplementary tree planting is now completed. Other remaining public realm construction works were paused due to COVID-19 in March 2020.

- However, site recommenced in late June 2020 and the team completed the work in August 2020; and,
- In July 2020, Midlothian Council appointed a Project Manager to take forward the final design costings and procurement of the proposed off site road improvements.

Next milestones (2020/21)

Due Date	Milestone
December 2020	Joint Committee approval for the Easter Bush Full Business Case
March 2021	Further energy modelling to validate the impact that the new solar farm will have on the Energy Centre, ensuring efficiencies and energy savings of the system are maximised across the Campus (including the proposed DDI developments).
Commence by June 2021	Extend the high voltage network to connect the remaining building to the Energy Centre. This will create a more resilient and efficient system, able to manage the increased load.
December 2021	Complete the detailed design work for offsite road infrastructure improvements with the aim of starting soft market testing and a formal procurement process.

Key Risks

Risk	Mitigation
On-going impact of COVID-19 on construction	Work is being undertaken to mitigate the impact of COVID-19 on the proposed construction. Likewise, long-term impacts to working practices are being assessed to ensure the any of the proposed developments are fit-for-purpose.
Delay in roads infrastructure works impacting the Campus ability to continue development	The University will continue to liaise with Midlothian Council regarding the business case for the package of Easter Bush transport proposals. Midlothian will continue to liaise with Transport Scotland regarding the trunk road impacts of the package of transport proposals.

CASE STUDY: EASTER BUSH SCIENCE OUTREACH CENTRE



As a result of COVID-19, the majority of the Centre's engagement work will be moved online, using the video conferencing facilities and lab equipment in Easter Bush Science Outreach Centre (EBSOC), to support a range of live and pre-recorded engagement activities, starting in July with the Royal Society funded Bee Health Schools project and Science Insights (July), followed by a new EBSOC Online programme of remote sessions for high schools from September. In addition, other activities that will be repurposed or enhanced include:

<u>Great Science Share 2020 @home</u>: the EBSOC is a satellite hub for the Great Science Share which is a national campaign to engage young people in sharing their science questions and investigations with new audiences. The project itself is well established and provides many online resources for

teachers and parents, such as BBC Terrific and Explorify, to support young learners to design and carry out their own experiments. In 2019 a record number of children - more than 63,500 across the UK and Nigeria, Brazil, the UAE, Ireland and India - shared their science. Thanks to the hard work of STEM educators in Scotland, there were 24 Great Science Share for Schools (GSSfS) run across Scotland in 2019 (10 more than in 2018). The GSSfS team want to build on this momentum and engage even more pupils across Scotland next year;

<u>Let's Talk About Health & Disease</u> public lectures: these public lectures feature a clinical and research speaker are likely to be moved online for autumn 2020. Topics are chosen by Richard Mellanby, and if appropriate EBSOC will develop one or two pre-lecture activities that can be run online for a school audience: and.

<u>Nuffield Future Researchers</u>: EBSOC are supporting researchers to engage with a new, online version of Nuffield Research Placements for high school pupils. Five projects are on offer from Roslin Institute researchers, and the EBSOC team supported supervisors and pupils with online sessions in July and August.

EDINBURGH FUTURES INSTITUTE (EFI)

The EFI will be a global centre for multi-disciplinary, challenge-based, data-driven research, teaching and engagement. Its distinctiveness stems from an approach which combines multi-disciplinarity with co-production – working with industry, governments and communities (at home and abroad) to build a portfolio of activity that has demonstrable ethical, social, cultural, economic and environmental impacts. This approach recognises that almost all of the biggest challenges facing societies globally, such as climate volatility, political discontent, economic upheaval and technological change are complex and multi-level in orientation. And that insight and innovation can come from bringing the arts, humanities and the social sciences into contiguity with data science, engineering, the natural sciences and medicine.

Although located within the College of Arts, Humanities and Social Science, EFI will be a catalyst and enabler for inter-school and inter-college collaboration, building a genuine cross-university offer in terms of talent, research, adoption and entrepreneurship, underscored by a wider commitment to promote inclusive economic growth in collaboration with key City Region Deal partners.

Transformations in, and applications of data, digital and artificial intelligence are at the heart of EFI's activities:

- All EFI undergraduate and postgraduate programmes will have a core data element, and will be DDI focused. Additionally, EFI will develop and provide a learning environment that encourages and supports entrepreneurship across all of its programmes;
- In addition to undergraduate and postgraduate programmes, EFI aims to establish an Executive Education, CPD and training skills offering, along with MOOCs, that will be DDI based, and provide the skills needed by organisations to grow their data related activity;
- EFI's entrepreneurship approach, working with Edinburgh Innovations, aims to provide skills, experience, encouragement and support to generate DDI related ideas that could go onto data related spin outs, licensing opportunities and companies;
- EFI's research aim is to be a catalyst and create an environment that encourages and supports multi-disciplinary, co-produced research with a DDI related focus;
- EFI's engagement strategy focuses on providing support for community, local and regional data upskilling, including helping to bring DDI approaches to organisations through adoption projects and partnering; and,
- EFI aims to grow its events programme, all with a DDI focus, across networking, challenge/AIM days, industry focus, community focus, lecture series, conferences and more.

Headline achievements in the past year

Headline achievements in the past year include:

- In February 2020, Professor Shannon Vallor, one of the US's leading experts on the impact of artificial intelligence and other innovative technologies on people's lives, joined the University of Edinburgh. The appointment is supported by global investment firm Baillie Gifford as part of its £5m pledge to support University research into the challenges and opportunities around emerging technologies including machine learning, accelerated automation, and financial innovation.
- In June 2020, <u>EFI was awarded £23m by the UK Government's Strength In Places Fund</u> to create the Global Open Finance Centre of Excellence in Edinburgh, a collaboration with FDATA Global and FinTech Scotland.
- First student intake to EFI's flagship postgraduate programme, Finance, Technology and Policy (September 2019), and currently recruiting strongly for 2020/21.
- Undertook rapid response development of a DDI undergraduate course exploring COVID-19, contributing to the University's community response to the pandemic: 'Currents: Understanding and Addressing Global Challenges'; will launch in September 2020.
- Launch in September 2019 of the <u>Data for Children Collaborative</u>, a partnership between UNICEF, The Scottish Government, Edinburgh Futures Institute and The Data Lab to provide expertise to address existing problems for children using innovative data science techniques. First set of projects focusing on: mental health, obesity, and population tracking.
- Development of the End Violence Lab, a collaboration between the Global Partnership to End Violence Against Children and the University of Edinburgh, which strives to improve the lives of children locally and globally by harnessing data, evidence and learning. The End Violence Knowledge Platform, to support evidence-based policy making, was launched in August 2020.

Next Milestones (2020/21)

EFI Facility Construction

Due Date	Milestone
October 2020	Complete review of EFI building requirements.
July 2021	Complete user group engagement on detailed building requirements.

EFI Activities

Due Date	Milestone
January 2021	Re-initiate business engagements events programme.
January 2021	Launch EFI TravelTech cluster.
June 2021	Revise EFI branding and website.

Key Risks and Mitigations

Risk	Mitigation
Lack of space for post graduate teaching as a result of COVID-19 impacts to new EFI building construction.	UoE Estates remobilising construction team as per Scottish Government advice. Assessing options for other interim space to allow scale up of post graduate teaching for September 2022.

Financial impacts over the coming years as a result of COVID-19 impacts to budgets and likely worldwide recession.	Undertaking a prioritisation process to focus on the aspects that need resources now, with other aspects taking a slower mobilisation track over the coming 2-3 years, also taking account of market demands.
Lack of academic capacity to support EFI Talent, Adoption and Research activity while they are prioritised to deal with the move to Hybrid learning across UoE as a result of the COVID-19 impact to teaching and student numbers.	EFI will focus on priority tasks in the coming year. EFI adoption posts, Chancellor's Fellow's and Strategic Lectureship posts are all designed to provide the capacity to undertake EFI's activity, while limiting impact on already busy resource.

EDINBURGH INTERNATIONAL DATA FACILITY (EIDF)

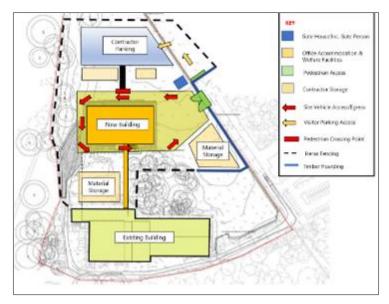
Achieving the aims of the DDI programme requires a powerful, high-capacity and flexible data infrastructure capable of responsive and secure delivery of an expanding range of complex and bespoke data and analytical services. These activities also demand a level of service (e.g. resiliency to the loss of power, redundancy of equipment to mitigate the impact of sudden



failures) that is not normally required for research computing applications and is not currently supported by existing facilities.

The EIDF (formerly known as World Class Data Innovation - WCDI) consequently consists of four complementary components:

- EIDF computer room: a new high resiliency computer room at the Edinburgh Parallel Computer Centre's Advanced Computing Facility to complement the other three computer rooms that are focussed on supercomputing system provision for research users;
- Data and software infrastructure: the underlying private cloud computing and data infrastructure
 to support the DDI programme. As part of this component, both Open Source and paid-for
 advanced data analytics and other software infrastructure will be delivered;
- Internet of Things (IoT) infrastructure: a regional IoT network for the city region will be created. This part of EIDF is the responsibility of the University's Information Services Group; and
- Regional Data Haven: a regional data haven for local public data, sourced initially from City
 Region Deal partners, will be created to support a smart public data generation infrastructure.



Computer Room 4

The EIDF is different from the other DDI hubs in that its purpose is to support their delivery of the DDI Programme's TRADE targets, rather than having TRADE targets directly. The majority of these targets are the responsibility of the five Innovation Hubs.

Headline Achievements in the past year

The work of the EIDF Hub has focussed on five principal areas:

- the ongoing construction of the new EIDF Computer Room (Computer Room 4, or "CR4") which began June 2019, including completion of the new communications room;
- the writing, launching, evaluating, negotiation and contractual conclusion of the <u>IT equipment</u> <u>procurement exercise</u> for hardware and software, signed with Hewlett Packard Enterprise (HPE) May 2020;
- the development of phase 2 of the Internet of Things Service and expansion of the Internet of Things team (rollout in June 2020);
- the design, development and ongoing integration of the EIDF data services cloud software and data infrastructure on existing equipment (first integrated version planned for July 2020); and,
- On-going support for a limited number of early DDI Programme projects using existing
 infrastructure hosted at the Advanced Computing Facility by <u>Edinburgh Parallel Computer</u>
 Centre and the University's Information Services Group.

The onset of COVID-19 created a challenging environment leading to some delay in the programme, but these have been managed well and we estimate overall progress has only been impacted by six to eight weeks. The most significant impact was on the construction of Computer Room 4, with the site locked down from 24 March. The contractors were able to restart on 27 April after four-way consultation with Scottish Government and UKRI, and work has proceeded well since. Handover of the room is now expected in late September. The software development teams adapted well to home working and delays in progress here have been negligible.

Next Milestones (2020/21)

Activities for 2020/2021 will focus on five areas:

Due Date	Milestone	
September 2020	Completion of the EIDF Computer Room (CR4)	

	 install a new Advanced Computing Facility Data Centre network fabric in parallel over the next six months, to underpin the EIDF with a world leading flexible and dynamic data network; and, work with Scottish Power Energy Networks to ensure the new 33KV power cable link from Kaimes and associated primary substation project proceeds at pace. 	
April 2021	Install Phase 1 IT equipment	
	Based on projected demand from a number of early adopter projects a first order for "phase 1" IT equipment is due to be submitted to the vendor (HPE) before the end of 2019/2020. Plans for 2020/2021 are to install and commission this equipment in order to open EIDF up to first service use in April 2021.	
April 2021	Commission Phase 1 Software and Data Infrastructure	
	Data and software infrastructure has been developed on existing equipment through 2019/2020. Plans for 2020/2021 are to open up the EIDF cloud development environment to internal university projects as beta testers before finalising the first version of the EIDF service catalogue for first service use.	
June 2021	Deliver the Regional Data Haven	
	The Regional Data Haven will be designed to support projects using local authority data. It will be built alongside the Scottish Centre for Administrative Data Research and the NHS Scotland National Safe Haven to allow and encourage, where permitted, projects to be developed that span data from all six Local Authorities and national data sources. The Regional Data Haven will be created in the new EIDF infrastructure.	
Ongoing	Further Expand the IoT Service	
	The EIDF Internet of Things (IoT) Service is a professional services team providing leading IoT facilities and technical expertise to the DDI hubs, academia, industry, commerce, and the public sector across the city region. Through this broad range of activity the DDI programme TRADE goals will be supported. During 2020/2021 plans are to:	
	 migrate the phase 2 IoT service to EIDF phase 1 equipment as it becomes available (target date May 2021); engage with regional schools to explore the art of the possible in terms of wider IoT network rollout through schools during 2021; and, develop the first IoT based income generating data service based on the success of the ParkLife project, delivering Park Monitoring as a service. 	

Key Risks

Risk	Mitigation
Major data breach from EIDF	Take all necessary security precautions. Limit damage via encryption of data.
Major data loss from EIDF	Adopt 3-2-1 preservation strategy (3 copies, on 2 different media, 1 offsite).
Procured IT infrastructure inadequate/misaligned with DDI programme needs	Requirements capture, and flexibility built in from the outset. Adopt co-design with DDI stakeholders.

CASE STUDY: EDRIS: ENABLING RESEARCH ACCESS TO SCOTTISH HEALTH **DATASETS**



The electronic Data Research and Innovation Service (eDRIS) is an early adopter of EIDF and its Safe Haven services. Established several years ago, eDRIS acts as a single point of contact for those in the research community seeking access to linked health datasets. Over the last few years eDRIS have expanded their services to support non-health research through the Research Data Scotland initiative. The eDRIS team is part of the Data Driven Innovation Directorate of Public Health Scotland (as of 1st April 2020).

eDRIS supports researchers who want access to Scottish healthcare and other public sector administrative datasets, offering assistance to:

- identify relevant data sources;
- define data requirements; and
- gain data access approvals.

NATIONAL ROBOTARIUM

The National Robotarium is a world-leading centre for Robotics and Artificial Intelligence. Its responsible and collaborative approach creates innovative solutions to global challenges.

Its pioneering research moves rapidly from laboratory to market, developing highly skilled visionaries and delivering substantial benefits for society.



National Robotarium Building (Artist's Impression)

This world-leading research and development facility will translate cutting-edge research into technologies to create disruptive innovation in an expanding global market in robotics and autonomous systems, delivering sustainable economic benefit to the city region, Scotland, and the UK.

As global leaders in Robotics and Autonomous systems, Heriot-Watt University and the University of Edinburgh explore collaborative interaction between humans, robots, and their environments at all levels. The National Robotarium will leverage existing research and the expertise of UK industry with the significant market opportunity of Robotics and autonomous systems. Building capacity across complementary areas of embedded intelligence and expert systems, the National Robotarium will link to other UK and international research locations to attract further inward investment.

With a strong focus on entrepreneurship and job creation, the National Robotarium will offer an ecosystem for industry collaboration where humans and robots work in partnership.

Headline Achievements in 2019/20

Date	Achievement	
Jan 20	Detailed Design Signed Off	
Feb 20	Planning Application Submitted	
Mar 20	First National Robotarium Research Programmes Announced	
May 20	National Robotarium Website live	

Next Milestones 2020/21

Date	Milestone	
Q2 2021	Commence Construction	
Q3 2021	Appointment on Leadership Team	
Q3 2021	Formation of Advisory Board	
Q4 2021	Establish strategic partnerships	

Key Risks

Risk	Mitigation
Recruitment and retention of UK and international academic leaders to deliver objectives set out in business case.	Heads of Schools will produce and own their plan online. Project Team have been empowered to drive plan as part of TRADE themes. Recruitment plans and targets monitored and reported to the University Executive. Senior management commitment to provide a stimulating and supportive working environment that allows individuals to achieve their career aspirations.
The project outcomes do not integrate with University's operational processes and ways of working.	The correct stakeholders have been identified for the Project Board to represent Schools and Services. The Board includes Heads of School and Deputy Principals.

Alignment with wider programme

The development of the National Robotarium is aligned with the strategic focus of both Universities and with the Data-driven innovation theme. The core strategic focus of Heriot-Watt University is:

Strengthen research intensity in fields of economic and societal benefit; Provide truly global education while maintaining our Scottish roots; and Deliver excellent student experience and highly employable graduates.

Robotics and Autonomous Systems are transforming industry and our personal lives worldwide. This cuts across all aspects of life from Healthcare to Construction, Financial Services to Agriculture. As part of the business plan we will study the industry landscape and identify areas of focus.

CASE STUDY: SPRING (SOCIALLY PERTINENT ROBOTS IN GERONTOLOGICAL HEALTHCARE)



Part of a multimillion-pound collaborative project involving experts from eight European and Asian institutions, SPRING (Socially Pertinent Robots in Gerontological Healthcare) is the first research project to be announced by the National Robotarium.

SPRING, a four-year project funded by Horizon2020, will develop Socially Assistive Robots (SARs) with the capacity to perform multi-person interactions and open domain social conversation for the first time in a healthcare setting. The work builds on the success of Heriot-Watt University's Amazon Alexa Prize conversational AI system `Alana'.

The project will focus on supporting elderly patients by carefully coupling scientific findings and user-focussed technological developments to bring social robots into gerontological healthcare.

Professor Oliver Lemon, Heriot-Watt University, explains "Research shows that the careful use of robots in group settings can have a positive impact on health, such as decreased stress and loneliness, and improved mood and sociability."

USHER INSTITUTE



The Usher Institute vision is to create a world-leading innovation hub where public, private and third sectors collaborate to enable data-driven advances in the delivery of health and social care.

This will be facilitated by the co-location of the Usher Institute's academics and researchers with partner organisations (from the public, private and third sectors) in a purpose-built Institute that will encourage innovation through interdisciplinary collaboration, transformative research, education, and knowledge exchange.

Health and social care innovation at scale will be delivered by integrating the activities of clinicians, life scientists and data scientists to generate insights in key challenge areas and co-produce new solutions. These will be passed on to health and social care providers to improve products and services, ultimately enhancing the health and wellbeing of our citizens. The programme will be underpinned by a comprehensive data storage repository (DataLoch) hosted by the Edinburgh International Data Facility (EIDF - formally known as the WCDI) that will securely link data from primary, secondary and social care, and can be interrogated by accredited researchers for any acute or chronic condition, care pathway or service.

The Institute will draw on Scotland's mature and world-leading health data assets and well-established National Health Service and Scottish Government governance and data-sharing protocols.

Headline achievements in the past year

- **September 2019:** The City Region Deal Joint Committee officially approved £49.2 million towards the new Usher Institute building.
- **January 2020:** Agreement was confirmed with Legal & General to establish the <u>Advanced Care Research Centre</u>: a seven-year multi-disciplinary research programme and the first of its kind in the UK. The £20m agreement is currently the University's largest single industry "adoption" investment under the DDI programme.
- **February 2020:** The business case for the 'Talent' programme was approved, underwriting the delivery of: three online Master's degrees in September 2021 (Data Science for Health & Social Care; Epidemiology; and, Interdisciplinary Approaches to Global Health); embedding data science in the MBChB undergraduate medical degree; and, rolling out a Continuing Professional Development (CPD) strategy and plan.
- **April 2020:** DataLoch successfully "pivoted" to provide a comprehensive and precisely defined dataset for people tested for COVID-19 within the Lothian region (circa 25,000 to date).
- June 2020: The new Health Data Science short online course, which has been supported by the Scottish Funding Council launched. The course is mostly delivered online and is the first output of the HSC Data Driven Innovation (DDI) Talent programme. It has been developed in collaboration with the Data Science Centre of Excellence.

Next Milestones (2020/21)

Date	Milestone	
Talent		
July 2021	Validation and development of the three online Master's programmes (Data Science for Health & Social Care; Epidemiology; and, Interdisciplinary Approaches to Global Health), preparing for the first intake in September 2021.	
Development begins January 2021	Enhance the Bachelor of Medicine and Surgery (MBChB) undergraduate medical degree through further development of the Year 2 Data Science module and the development of a Bachelor of Medical Sciences (BMedSci) intercalated degree in Data Science launch in September 2022.	
July 2021	Development of the Continuing Professional Development strategy for the Health and Social Care sector.	
Research		
December 2021	Establish DDI Research Team for Health and Social Care, incorporating key contributors from the Usher Institute and across the University and Partners.	
April 2021	Design and deliver a programme of DDI engagement events for University and external stakeholders, particularly NHS East Region.	
Data		
September 2020	Continue DataLoch COVID-19 collaborative resource in partnership with NHS Lothian, and on-board NHS Borders, NHS Fife and ESES Local Authorities.	

October 2020	Design and approval of the DataLoch business model and information governance operational framework, both internally and with external partners.	
July 2021	Develop and release DataLoch beta – the first fully operational dataset.	
Adoption and Entrepreneurship		
October 2020	Establish an Health & Social Care (HSC) DDI Innovation Programme and Governance.	
December 2020	Develop an HSC DDI Eco-System framework in alignment with other regional activity (e.g. HISES and BioQuarter).	
April 2021	Develop, and start to implement, an Engagement Strategy – Academic, Industry and Public and Third Sectors.	

Key Risks

COVID-19 causes significant disruption to the new Usher Institute building programme.	Work is being undertaken to mitigate the impact of COVID-19 on the proposed construction, starting May 2021. Likewise, long-term impacts to working practices are being assessed to ensure the building design is fit-for-purpose.
COVID-19 impacts CRD and NHS partner ability to engage with and support the delivery of the TRADE programme.	The Sector Strategic Plan has been amended following an assessment of potential future impacts to ensure that allowance is given and the programme supports partners through COVID-19 now and in the future.
SRO and other senior programme staff become unavailable due to clinical duties as a consequence of COVID-19.	Deputy SRO has been appointed and professional services support have been put in place to minimise such effects.

CASE STUDY: DATALOCH



<u>DataLoch</u> is a DDI funded project, within the Usher Institute, with the objective of creating a storage repository that holds all local, regional and national health and social care data for the residents of the Edinburgh & South East Scotland (ESES) region in its native format until it is needed. It was approved in May 2019.f

In light of the COVID-19 crisis, the DataLoch project was tasked by one of its partners, NHS Lothian, to produce a real-time comprehensive, defined, linked and quickly accessible data resource to help mitigate the impact of COVID-19 and provide data-informed care.

All DataLoch resources were diverted, and data procured from multiple sources, to provide a comprehensive and precisely defined dataset for people tested for COVID-19 within the Lothian region (circa 25,000 to date). This has resulted in the delivery of a proof of concept DataLoch eight months earlier than originally planned. While the long-term plan is to host DataLoch in the EIDF, the proof of concept has been built within the NHS Lothian infrastructure.

An invite-only release of the COVID-19 DataLoch dataset took place in mid-May 2020 and 23 projects have been submitted to date, with seven completed. These cover a range of use cases including quality improvement for NHS Lothian as well as academic research and information for the Scottish Government's COVID-19 Advisory Group. The COVID-19 DataLoch launched fully in July 2020.

Following the full release, the team's priorities are to integrate data from NHS Borders, NHS Fife and Local Authority partners and to design, in parallel, the business model and information governance framework.

EDINBURGH FOOD AND DRINK INNOVATION PARK

The Food and Drink Innovation Campus, known as Edinburgh Innovation Park (EIP) will be located at Craighall, by Musselburgh, East Lothian, on land next to the Queen Margaret University campus.

The EIP will deliver, as Phase 1, a flexible 7,200 sq m Gross Internal Area (GIA) Innovation Hub for the food and drink sector in Scotland that will be directly adjacent to and supported by Queen Margaret University – a university that is leading on international research in Dietetics, Nutrition and Biological Sciences. The Innovation Hub will be the catalyst for subsequent phases of the wider EIP.



This state-of-the-art Innovation Hub will drive company growth, supporting and developing existing businesses and creating sustainable new businesses to access a global market for healthy and functional food. The development will allow the University, along with businesses, to form and grow a business sector that will harness the potential of translational medicine in food and drink. This will in turn support the diversification of the food and drink industry towards preventative, therapeutic and rehabilitative applications of expertise in genomics of food and drink sector.

The EIP is also part of a significant development of land adjacent to the University campus which encompasses a new grade separated junction, 1,500 homes, a new primary school and community facilities. There will also be the creation of a commercial zone within the existing University campus that will enhance the University's integration with the newly developed local and business community.

Headline Achievements

Date	Achievement
November 2019	Planning Permission for the Grade Separated junction granted.
June 2020	Land transfers to enable the Innovation Hub development / Junction development completed.
Ongoing	Progression of the Full Business Case.

Next Milestones

Date	Milestone	
November 2020	Commencement of the Junction Works scheduled.	
March 2021	Full business case submitted to Joint Committee.	
Nov 2021	Completion of the construction of the Junction works scheduled.	
Sept 2022	Commencement of construction of the Food and Drink Innovation Hub.	
Feb 2025	Food and Drink Innovation Hub operational.	

Key Risks and Mitigations

Risk	Mitigation
Costs are higher than forecast at each stage of the project including:	There is a robust cost plan associated with the project with the current costings in line with the budget albeit
Design stageContract tendering stage	the cost implications of COVID-19 have been identified as a cost risk and as such remain to be fully assessed.

Commencement/completion of Food and Drink Innovation Hub and associated infrastructure	
Lack of Market Demand for Food and Drink Innovation Hub.	Existing Business Development plan for QMU Scottish Centre for Food Development & Innovation.
	Ongoing evaluation of market demand, particularly around impact of COVID-19.
	Continued engagement with relevant bodies to promote innovation space and continued reliance on national and local market intelligence including around impact of COVID-19.
	Review short, medium and long term impact of COVID- 19 on existing business start-ups both nationally and locally and business growth both nationally and locally.
Operating costs of the Innovation Hub are higher than forecast, resulting in financial	Operating costs will become more definitive as the FBC progresses.
loss.	Early and continued benchmarking against similar developments UK/locally.
Failure to deliver the operational business	Appointment of strong management team.
plan	Robust review of operational business plan once final design established.
Onerous Planning Conditions imposed	Early consultation by design team with ELC planning department and neighbouring developers.
	Strategic site oversight group, incorporating ELC planning, coordinating planning matters.
Inadequate governance results in failure to deliver agreed outcomes	Adherence and continual review of governance structures both internally and externally to ensure oversight and scrutiny of process.
	Ongoing compliance with monitoring and reporting on the financials and continue to seek appropriate and relevant legal advice where appropriate.
	Explore and review legal arrangements to ensure that governance is complied with and to support the delivery partners in the respective obligations.
COVID-19 impact on:	ELC/QMU currently carrying out a review of all aspects
 Progression of Full Business Case Financial planning/viability Construction costs Lack of market demand for Food and Drink Innovation Hub 	of the project. Including revisiting the impact of COVID- 19 on modelling and the proposed commercial construct of the partnership.

Alignment with wider programme

• The Innovation Hub forms a key part of an ecosystem of Innovation themed projects promoted by the Edinburgh South East Scotland City Region Deal.

- The whole project will contribute to job density improvement for the wider city region by
 making available infrastructure/construction opportunities and employment opportunities
 within the Innovation Hub and the EIP.
- The Innovation Hub will generate job opportunities in the sector for those highly skilled graduates both through the innovation led growth of the businesses located there, and through providing access to the space, facilities and services for food and drink graduate start-up companies.
- Ongoing collaboration and partnership working between East Lothian Council and QMU.
- Community Benefits such as internships, work placements, apprenticeship opportunities.

FIFE INDUSTRIAL INVESTMENT INNOVATION

The Fife Industrial Innovation Investment Programme (Fi3P) is a £49.4 million, ten-year programme delivered by Fife Council.

The investment will deliver new business premises and immediately available serviced land. The new business accommodation will be located within existing business clusters in mid and south Fife, adjacent to growth corridors (M90 and A92). It will



New units – Queensway Technology & Business Park, Glenrothes (artist's impression)

facilitate more joint working between the region's universities and Fife businesses, drive productivity and deliver higher value, skilled, permanent jobs from data driven innovation.

The new industrial and commercial stock will ensure that Fife's industrial estates provide flexible space for innovative manufacturing industries with cutting-edge digital and energy capabilities. Four sites will be developed in Glenrothes, Kirkcaldy, Lochgelly and Dunfermline during the first three years of the Programme. Six hectares of new serviced employment land will be available for private sector investment.

Headline Achievements in 2019/20	Next Milestones (2020/21)
 Planning Approval for: Site servicing at Fife Interchange North, Dunfermline (July 19). New units at Dunnikier Business Park, Kirkcaldy (March 20). 	 Q2 20/21: Site re-start following COVID shutdown at Flemington Road, Glenrothes. Tender awarded for Dunnikier Business Park, Kirkcaldy and construction underway.
Tenders awarded for Flemington Road (October 19), Glenrothes (November 19) and construction mobilised.	Q4 20/21:Completion of build at Flemington Rd, Glenrothes.
Acquisition of site at Ridge Way, Dalgety Bay (March 20).	 Acquisition at Fife Interchange North, Dunfermline concluded. Completion of site servicing at Lochgelly.

Key Risks and Mitigations

Risk	Mitigation
Cost increases due to higher construction inflation than assumed in the Business Case (including increases driven by a potential no-deal Brexit and/or related to COVID-19), with consequent reduction in outputs.	Looking for opportunities to align other funding, such as VDLF, to support Programme Delivery. Considering prioritisation of sites to reduce overall scope if required.
Programme underspend due to third party delay with site acquisitions and/or servicing.	Monitoring closely and opportunities to advance other projects identified in case of delays.
Changes in the wider policy environment, including COVID-19 restrictions and requirements, that impact on the delivery or requirements of the programme (planning,	Key policies are being monitored closely, in particular implications of COVID-19 routemap and its implications for the Programme. Opportunities to future-proof

	ouilding control, environment, etc) and ncrease costs or slow down delivery.	the Programme's outputs are being actively considered e.g. installing additional ventilation systems. Some degree of risk and uncertainty is inevitable.
۶ ۱	A lack of private sector appetite to invest and low tenant demand due to a slowing or weakening in the economy which would reduce expected leverage and / or jobs.	Ongoing market testing and discussion with potential investors and tenants across proposed programme locations.
i	A lack of suitable occupiers for the ndustrial premises (prepared to innovate and work with the Universities to deliver nclusive growth).	Letting policy developed and agreed by Programme Board that makes it clear what the tenant requirements are. Tenancy application process in development to deliver on this.

Alignment with Wider Programme

The Fife Industrial Innovation Investment Programme will:

- Provide important investment in progressive industrial modernisation that will encourage more businesses to grow and locate within Fife and the wider City Region.
- Contribute to a regional step-change in economic performance by balancing growth across the region targeting areas where much-needed investment will create new jobs.
- Support the creation/safeguarding of a forecast 1,000 skilled permanent jobs, with almost 600 short-term construction jobs.
- Attract at least £30m of further investment by the private sector.
- Facilitate the adoption of data-driven innovation by Fife based organisations and wider partnership working with City Deal partners including Scottish Borders Council and the Universities.
- Contribute to a regional focus on reducing carbon and delivering a more sustainable and inclusive economy.

BORDERS INNOVATION PARK

The Borders Innovation Park, situated next to the Borders Railway terminus at Tweedbank, will deliver much-needed high quality business space to the Scottish Borders. Costing £29 million, the programme will stimulate business growth and associated job creation.

It will enhance the area's inward investment offer, particularly to high-value sectors, as well as assisting existing businesses to improve their competitiveness. It will also help to address inequalities in the area through providing access to better quality, higher paid jobs.



Artist's impression of Borders Innovation Park.

Headline Achievements in 2019/20	Next Milestones
Oct 19: Completion of access road to main site.	2020/21: Construction of Phases 1 and 2
Dec 19: Design and procurement of Phase 1 completed.	
Mar 20: Start of construction delayed by COVID-19 pandemic.	

Key Risks

Delays caused by the COVID-19 pandemic	The programme is being adapted to accommodate the impacts of the pandemic in the short, medium, and long term.
Programme costs escalate	Budget monitoring is taking place at programme and project board levels. SBC Finance Business Partner is attending Programme and Project Boards.
Individual projects go over budget	Budget monitoring is taking place at programme and project board levels. Change control procedures are in place. Tight financial controls with Tier 1 contractor.
Failure to ensure the programme has the appropriate level of resourcing	Governance Map. Keeping suitable SBC Directors on the Board to ensure appropriate resourcing is available. External and internal resources to be deployed if required.
Poor community and wider stakeholder engagement/understanding	Stakeholder attendance at community events. Regular briefing of Elected Members. Non statutory and statutory consultations.

Alignment with Wider Programme

Scottish Borders Council is working with strategic partners, particularly Fife Council and the University of Edinburgh, to maximise the benefits of data-driven innovation and its potential to

increase the number of innovation-active businesses, both regionally and locally. As a participant in the City Region Deal Housing, Construction and Infrastructure (HCI) Skills Gateway, the Council will look to develop new talent through utilising the construction opportunities during the build phases of the innovation park.

INTEGRATED REGIONAL EMPLOYABILITY AND SKILLS

The Integrated Regional Employability and Skills (IRES) Programme and its cross-sector partnership seeks to evolve regional labour market policy and practice to help drive Inclusive Growth. Although it is understood that COVID-19 and the resultant lockdown will have a significant impact on the labour market, at this time it is impossible to predict the scale of that impact.

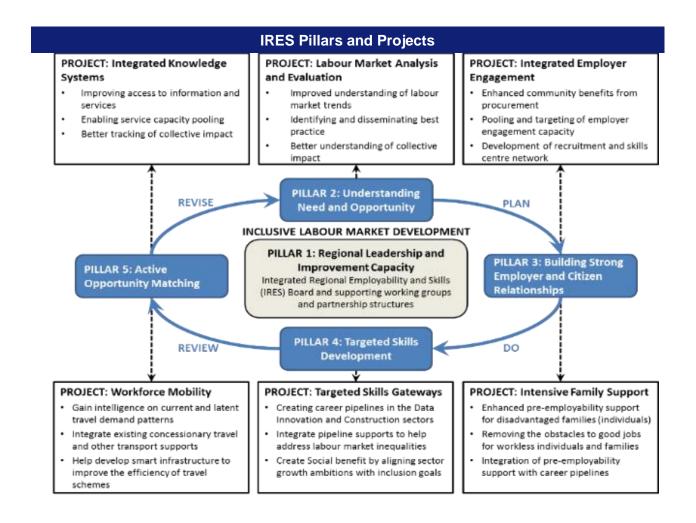
The IRES Board recognise that the scale of intervention planned through the IRES Programme will not be adequate to mitigate the impact of COVID-19 alone, but the programme is providing a strategic direction and a governance framework for wider partnership work. The impact of the pandemic has re-affirmed the rationale behind the programme and how important inclusive growth will be in supporting economic recovery.

The IRES Programme aims to:

- Increase the visibility of opportunities and put in place tailored support to help citizens flourish
 with a focus on; people with a disability, the workless or working poor, disadvantaged young
 people, minority ethnic communities, and gender imbalances. These are all groups likely to be
 disproportionately affected by the downturn in the labour market due to COVID-19.
- Open up new and diverse talent pools to business that help address skills gaps and promote an inclusive approach to recruitment and workforce development.
- Evolve, streamline, and integrate the region's employability and skills system to enhance our capacity and capability to drive inclusive growth and create added value for stakeholders.

The programme focuses on five improvement pillars with seven initial projects targeting known areas of weakness or opportunity. These activities and the £25 million (over 8 years) change fund available to the partnership will deliver: an additional 14,700 skill improvements; 5,300 people into employment; and a further 500 career enhancements.

In 2019/20 the IRES Programme has progressed well but has had to revise and flex to address the impacts of COVID-19. As a result of the lockdown, aspects of planned delivery have been adapted to accelerate digital and online learning, while practical activities have been delayed and will be rescheduled when restrictions ease.



Key highlights – IRES programme 2019-20

Phase 2: Programme Delivery (on-going)

- Chief Executive of Fife Council, Steve Grimmond replaced Angela Leitch (former Chief Executive of East Lothian Council) as the Chair of the IRES Board in November 2019.
- IRES Board reflection day conducted in November 2019 resulted in the development of a wider communication and stakeholder engagement plan.
- Development of a programme of wider stakeholder engagement to ensure regional working, where appropriate, is embedded throughout each of the local authority partners.
- All Projects have established Delivery Advisory / Management Groups to ensure expert input and strategic direction is fed back to each partner.
- IRES Board quarterly progress and annual review process aligned to wider City Region Deal Benefits Realisation Plan established to track progress.
- Sector specific analysis has been conducted through the Labour Market Analysis and Evaluation project for both Tourism and Hospitality, and Health and Social Care industry sectors. Reports were approved by the IRES Board in December 2019 and June 2020 respectively. Implications of COVID-19 have been considered and will be integrated into further analysis for Health and Social Care sector.
- Introduction of COVID-19 Jobs Portal (<u>c19jobs.org</u>), through a partnership of Integrated Knowledge Systems and Integrated Employer Engagement projects as a rapid response to the

- pandemic. Promoting key worker roles and opportunities for frontline jobs. Providing urgent support for recruiting businesses to fill key vacancies.
- A partnership has been formed initially with Edinburgh College, Borders College, University of Edinburgh, Edinburgh Napier University, Queen Margaret University, Skills Development Scotland, NHS and Public Health Scotland. It aims to develop a proposition for a further Skills Gateway for the Health and Social Care industry sector, building on the wider City Region Deal partnership and using the IRES reporting and governance structure. It will seek to identify skills demands and identify new opportunities for the sector, looking to identify funding from additional sources.

Next Milestones: Phase 2 Programme Delivery

- The Principal of Edinburgh College has agreed to chair the Health and Social Care Skills Gateway Programme Board.
- Complete baselining exercise to feed into IRES outputs and results monitoring linked to the wider Benefits Realisation Plan for City Region Deal.
- Raise awareness of IRES ambitions and strengthen the linkages and integration with "Business as Usual" activity.
- Review intelligence from programme activity and labour market research to identify progress against targets, changes to funded activity, next step projects, service adjustments, or other enhancements.

Integrated Knowledge Systems

 Progress regional Management Information System user group to develop shared dataset and language across all delivery partners that will feed into the wider Benefits Realisation Plan.

Labour Market Analysis and Evaluation

 Develop Labour Market Toolkit to provide high level market messaging for careers advice and deliver workshops for its use.

HCI Skills Gateway

- Revised programme of skills training prioritising online learning due to lockdown restrictions.
- Work with the construction sector to support practical training when industry can safely return to sites.

Workforce Mobility

 Project team recruited and pilot projects agreed and progressing to implementation.

Integrated Employer Engagement

 Virtual regional delivery team in place to oversee developments for regional common employer offer, community benefits from procurement and social benefit.

Intensive Family Support

 Complete challenge fund exercise to identify and appoint delivery partners in each local authority area and commence delivery.

Data-Driven Innovation Skills Gateway

- Curriculum development work for schools to be extended to BGE (broad general education) phase; Plans developed for remote CPD for teaching staff; Complete course development and Quality Assurance implementation across Colleges.
- Progressing data core skill opportunities for FE students and HE students.
- Engagement across businesses on opportunity for in-work up/reskilling.

Risks and Mitigations

RISKS and Witigations	
Key Risks	Mitigations
Programme fit, cohesion, and impact The programme does not secure sufficient stakeholder buy-in and control to ensure an integrated set of interventions and satisfactory progress towards long term inclusive growth and system change (value for money) goals.	Robust programme management structures in place including Joint Committee and Executive Board providing strong senior level leadership and support of programme goals. Early establishment of an empowered IRES Board with strategic oversight and links to Scottish Government Cities team overseeing developments. Project working groups established to drive development and mainstreaming informed by improved labour market analysis, quarterly, annual and mid-programme evaluations.
Performance and good practice learning IRES is expected to deliver significant inclusive growth impacts across the whole City Region however detailed monitoring frameworks are still being developed. Lack of clear golden thread running from the Benefits Realisation Plan to the IRES programme and onto individual projects.	City Region Deal PMO to develop the IRES programme as a rolling programme with additional detail on activity. developed as required to ensure satisfactory progress against outcomes and measure to ensure value for money. IRES Partnership structures and engagement communication activity will support, capture and disseminate information for mainstreaming learning. IRES PMO are conducting analysis to aggregate individual project impacts, to ensure they effectively contribute to overall IRES programme outcomes and match with the wider Benefits Realisation Plan.
Disadvantaged citizens and low-income families Disadvantaged citizens and families do not see tangible long-term benefits from the programme.	Work with the Scottish Government Cities team on developing and implementing the Inclusive Growth Framework to ensure project propositions and implementation plans detail how delivery targets will be assured. The Intensive Family Support Service and Workforce Mobility projects prioritize vulnerability and connect into the opportunities being made available in the region.
Availability of finance Impact of Brexit and COVID-19 increasing restraints in public sector funding eroding capacity of partners to fund essential services. Private sector investment and support for inclusion cannot be achieved	Work with the partners to quantify the potential risk and seek strategies to minimize this, accepting there will be no recourse to additional City Region Deal funding to plug such gaps. The costs of the projects will be delivered within the agreed cash envelope with opportunities to lever additional resources being exploited. Stakeholder Engagement Strategy being developed in parallel with the Business Case ensuring alignment with potential investors.
COVID-19 Significant economic downturn, leading to increased unemployment and	Work with businesses to support recovery and growth Maximising opportunities for higher skills training in key industry sectors, particularly where jobs are available.

disproportionate impact on those already disadvantaged. Businesses have less employment opportunities and/or reduced capacity to support trainees and in-work leaning. Supporting FE/HE Partners to enhance their offer for those out of work, particularly young people who have left school and employment opportunities are less available.

Alignment with wider programme

The IRES Programme will incrementally strengthen and streamline regional delivery to achieve better outcomes for all the region. It is aimed at supporting those people facing significant disadvantages to securing and sustaining meaningful, high quality employment – delivering better impact from existing public, private and third sector investments.

Links have already been developed between City Region Deal theme structures to identify and collaborate on boundary issues. This includes joint working with DDI Delivery Board and Housing Board on the two "Targeted Skills Gateway Projects" and the Transport Board on the "Workforce Mobility".

As the partnership supporting IRES develops, further opportunities for wider alignment are being explored:

- A regional working group of local authority Employability leads has been established to consider the implications of No One Left Behind and develop a joined-up strategy, where appropriate.
- Developing Young Workforce (DYW) representation on the IRES Board is facilitating conversations with the wider DYW network, to identify shared goals across the four regional DYW Boards that sit within the city region and develop a more joined-up and cohesive message to businesses.
- Partners are developing a new Health and Social Care Skills Gateway, linked to the findings of the Labour Market Analysis and Evaluation project's report on this sector. This Gateway would promote access to jobs in a key industry sector that had identified significant skills shortages and labour demands, which have been further highlighted and exacerbated by the impact of COVID-19.
- A City Region Deal Home Demonstrator was approved for funding from the Scottish Government and Construction Scotland Innovation Centre in June 2020. The project will help design and deliver prototype low and net-zero carbon homes creating 'House Types' for various family sizes and future sustainable development. The outcomes will then initially be applied to 1,000 future homes in the region. With over 140,000 homes to be built in the coming 20 years in the region, the aim is to embed offsite and net-zero outcomes for much of the future stock. After 12 months of the Demonstrator project starting, the Housing and Construction Skills Gateway will then map and develop course and training material contents for the jobs and careers aligned to the net-zero homes future delivery. These will be undertaken with Further Education partners (2021-2023).

CASE STUDY NO 1

COVID-19 Support Portal

Section 5 of this report includes a summary of the portal and statistics up to date at the time of publication.

Listed below are examples of employers and individuals who have benefited from the portal.

HMRC who are relocating their service offices from multiple locations within the city region to their new purpose reconfigured facilities welcomed the introduction of the COVID-19 Jobs Support site to support their mass recruitment drive, they have since received 900 job applications from across the travel to work area.

A local care employer said:

"Following advertising on c19jobs.org, we were overwhelmed by applications received in March and April and had to place a hold on recruitment for all of May. It was not a position I ever expected to find us in I can tell you!"

A Manager at the Odeon Cinema said when approached by the Integrated Employer Engagement team:

"During such unprecedented times, reaching out to others has never been more crucial, as an employer but also in society. Although we do have an employee assistance programme within our company, to know that there are options for my team is beneficial to their wellbeing. I feel much better knowing there is support there for them through this portal, whatever happens during these uncertain times"

The site has also been well received by jobseekers across the regions, one jobseeker from the Scottish Borders, who registered with COVID-19 Jobs Support has secured a contract with NHS Borders. Another jobseeker in Fife since registering with this site secured a role with Amazon and has been employed by them for three weeks now.

CASE STUDY NO 2

Housing and Construction Infrastructure Skills Gateway: regional employability short courses and diversity talent development

Low Carbon Employability Pathways

Over the period of the first year a series of new short courses supporting pathways to employability have been established across the regional FE college network. This involves the combined partnership of Edinburgh College, Fife College, West Lothian College and Borders College.

Short employability courses have been established for installing renewables, electric vehicle charging point installations, building information modelling and Environmental technologies. These coupled with taster entry short courses into construction fields and outreach across Schools in the region, specifically schools linked to SIMD 10/20 areas will help provide pathways to employability and future careers supporting the region's and national low carbon ambitions towards future net-zero targets. Wave 1 of the new courses and outreach will reach almost 2,000 people within the region during the coming years.

Regional Talent Development Improving Gender Diversity

As part of the inclusive growth opportunity to support improved construction workforce diversity in the region, the HCI Skills Gateway has been supporting more women to accelerate their career plans and be potential future leaders within the region. The focus is around the Built Environment Exchange (BeX) talent development programme.

Partnering with Entrepreneurial Scotland and the Saltire programme this has provided advanced training and skills via Edinburgh Napier University global partnerships where the students spend periods with companies, research institutes and public organisations throughout the UK and internationally. In turn not only is new knowledge brought back into the region via the BeX programme but they are also then act as ambassadors for others to enter into the sector.





Zarja (Architectural Technology, left) and Louise (Advanced Structural Engineering, right) have been part of the Year 1 cohort of the HCl BeX talent development.

TRANSPORT

WEST EDINBURGH

West Edinburgh is recognised by the Scottish Government as a key national economic asset and perhaps the most important gateway to Scotland. National Planning Policy (NFP3) sets the long-term vision for development and investment across Scotland and cites West Edinburgh as a significant business investment location with potential to be internationally competitive. In recognition of its key gateway function Edinburgh Airport and adjoining land is identified as a national development.

The vision for West Edinburgh, in NPF3 can only be delivered through the investment in a strategic package of transportation improvements. These include a core package of A8/A89 sustainable transportation measures that provide long term resilience and support strong connectivity between neighbouring authorities. Most importantly this will help enable the supply of labour from the surrounding area to meet the growing labour market demand required to realise the full potential for West Edinburgh.

The Scottish Government has committed £20 million for investment to support public transport infrastructure improvements identified by the <u>West Edinburgh Transport Appraisal</u> (WETA), and the City of Edinburgh Council has committed £16 million. Partners recognise that the WETA package currently amounts to £108 million of infrastructure. The scope of WETA will therefore be prioritised in line with this funding, and in consideration of how much funding can be secured by the private sector and developer contributions.

Headline Achievements in 2019/20	Next Milestones
Dec 19: Procurement of Design and Delivery consultants.	May 2021 Production of an Outline Business Case (OBC) and fully scope out the development of the OBC for the programme following latest HM Treasury Green Book and Scottish Transport Appraisal Guidance.
	End 2021: Detailed design of projects, site investigations, attainment of necessary statutory powers in order to implement improvements.
	TBC: Procurement of Contractors.
	TBC: Construction of Transport Improvement Projects.

Key Risks and Mitigations

Risk	Mitigation
Failure to secure sufficient funding to carry out all transport improvements identified in the WETA.	Where appropriate, maximise opportunities for financial contributions through planning mechanisms and explore other opportunities to lever in additional funding. The costs of delivering the finalised list of prioritised projects eligible for ESESCRD funding will be contained within the agreed funding envelope.

Programme underspend due to delays in consultancy work or securing funding.	A revised Project Plan in place and is ready to be executed once an agreement from the relevant partners has been reached allowing the drawdown of funding to commence.
Cost increases in construction due to external economic factors	The development of the required business cases is following the most up to date and robust guidance provided by Government. These business cases will account for any changes in construction costs (as well any other relevant factors) as part of the processes associated with their finalisation. This will ensure that the implementation cost of the programme is delivered within the available funds.

Alignment with wider programme

This project will eventually be procured as a construction project, and links with the Housing and Construction Infrastructure Skills Gateway will be established. The improvement of public transport provision in this area has the potential to unlock housing development opportunities and ease congestion in the corridor between West Lothian and Edinburgh City Centre.

A720 (SHERIFFHALL ROUNDABOUT)

The Sheriffhall Roundabout is currently the only junction on the A720 Edinburgh City Bypass that is not grade separated, which means the City Bypass is at the same level as the A7 and A6106 local approach roads. This at-grade, sixway junction, often experiences significant queuing, especially during peak hours. The Scottish Government's commitment through the City Region Deal includes up to £120 million to support improvements to the A720 Edinburgh City Bypass for the grade separation of Sheriffhall Roundabout. The project is being delivered by Transport Scotland and is subject



Visualisation of the proposed scheme looking northeast

to Transport Scotland's normal governance procedures.

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Visualisations of the non-motorised user facilities included in the proposed scheme

Headline Achievements in 2019 / 2020

May 2019: Completion of further detailed Ground Investigation works.

December 2019: Conclusion of the Design Manual for Roads and Bridges (DMRB) Stage 3 Scheme Assessment of the preferred option.

December 2019: Publication of draft Orders and Environmental Statement for the Proposed Scheme, marking the start of the statutory process and formal consultation period. A two-day public exhibition held to allow local communities and road users to view proposals.

January 2020: Statutory process formal consultation period closed, with representations including objections. received to the draft Orders and Environmental Statement.

Next Milestones

Later in 2020:

Progress the technical review as set out in the budget agreement on whether it is feasible and desirable to further improve active travel and public transport provision whilst not creating additional impacts for local landowners, residents and business.

Continue to review and respond to representations made to the draft Orders and Environmental Statement and negotiate with objectors to resolve concerns where possible. Should objections remain a public local inquiry may be required which is the appropriate forum for considering objections received and not withdrawn.

Progress on the delivery of the scheme itself can only commence when the scheme is

Throughout 2020:

Continued engagement with the CRD partners on progress and technical scheme developments.

Review of representations received to the draft Orders and Environmental Statement, including work to identify whether it is feasible and desirable to further improve active travel and public transport provision whilst not creating additional impacts for local landowners, residents and business.

approved under the statutory procedures and thereafter a timetable for construction can be determined.

Key Risks and Mitigations

Risk	Mitigation
The nature and extent of historical mine workings and / or complex ground conditions prove more onerous then identified through extensive detailed ground investigation (GI) works and adversely impact delivery programme and / or scheme cost.	Continue to consider as part of ongoing scheme development and explore opportunities where appropriate to undertake advance additional site investigation works to further inform design and delivery of scheme.
Unresolved representations and objections received to the draft Orders and Environmental Statement adversely impact delivery programme.	Review, consider and respond fully to all representations and objections received. Through continued engagement offer clarification and assurance to alleviate concerns and minimise potential need for or reduce scope of a Public Local Inquiry.

Alignment with wider programme

- Address the bottleneck on the strategic road network by improving operating conditions and connectivity at Sheriffhall and help to reduce the traffic impact of proposed developments in the area.
- Support future development in the region, including the South East Wedge development, inclusive growth and the removal of physical barriers to growth through delivery of programme of construction across the region.
- Contribute towards the requirement to provide Community Benefits in line with the requirements of the Procurement Reform (Scotland) Act 2014.
- Support wider skills development in the construction sector.

CULTURE

DUNARD CENTRE

Dunard Centre, supported by Royal Bank of Scotland, will be a new music and performance venue located in the heart of Edinburgh. It will sit just off St Andrew Square, behind and linked to the Bank's historic registered office. The project is led by a charitable organisation, IMPACT Scotland, and is supported by Dunard Fund, a long-term funder of the arts and music in Scotland.

Dunard Centre will be Edinburgh's first purpose-built music venue in over 100 years and will offer an auditorium with world-class acoustics, together with a range of supporting facilities to enable community outreach and education programmes. The venue will cater for all kinds of music and performance from orchestral to jazz and from pop to folk, welcoming chamber groups, soloists, bands, choirs, comedians, and dance ensembles.

It will also be the new home for the Scottish Chamber Orchestra, the only Edinburgh-based National Performing Arts Company, and a principal venue for the Edinburgh International Festival. It will make a significant contribution to the ongoing success of Edinburgh's cultural and festival offerings.

Headline Achievements in 2019/2020

Following the granting of planning permission in April 2019, the developers of Edinburgh St James initiated legal proceeding against the City of Edinburgh Council challenging their decision. The project was subsequently put on pause. Agreement was reached through mediation in January 2020 that the concert hall building be redesigned to reduce its size and the judicial review disposed of. The project has been restarted and is at the early stages of redesign.

Next milestone:

The variation of the existing planning application is estimated for early 2021.

Key Risks and Mitigations

Risk	Mitigation
Obtaining Planning Consent	Identification of all key stakeholders and ensure close liaison with each during the design stages leading up to the Planning Application.
Approval of the Revised Business Case	Ensure revenue generating opportunities are fully explored within the developing design. Early development of the revised Business Case and thorough testing ahead of submission to CRD Joint Committee.
Maintaining the project budget	Establish a robust cost model from previous market testing, weekly review between the designers and the cost managers, rigorous change control and programme management throughout the delivery.

Alignment with wider programme

- Through a significant period of construction, the project will add to the Deal-wide growth in employment opportunities, including the targeting of inclusive employment practices.
- On completion and operation, Dunard Centre will contribute to the economic growth of the region and help protect the £300 million plus generated by the Edinburgh festivals.
- As an all-day, purpose-built venue, in an accessible location, Dunard Centre will provide a range
 of social benefits for the community. By working with partners, the venue will provide a focal

point to develop new audiences, increase participation through outreach programmes and act as a springboard for community outreach work across Edinburgh and the wider region. A wide range of programmes will inspire young people and help target groups under-represented as participants and audiences, supporting the cultural sector to build audiences which accurately reflect the diverse nature of society.





Creative learning programmes will be delivered by the Scottish Chamber Orchestra, Edinburgh International Festival and other partners. (Photos by Fraser Band, 2017)

REGIONAL HOUSING PROGRAMME

The regional housing programme aims deliver a step change in innovation and inclusive growth in the housing and construction sectors; and deliver a step change in the supply of new homes across the South East of Scotland.

Headline Achievements in 2019/20 and Next Milestones

Key areas to be progressed in the year ahead are outlined below:

Housing Company – Edinburgh Living



The Edinburgh Living programme continues to build homes for midmarket rent, and is being co-funded by Scottish Government to 2023

Edinburgh Living has been successfully established in collaboration with the Scottish Futures Trust and Scottish Government. It is delivering low cost market rent homes across sites in the city boundaries. 500 homes have either been constructed or are under construction on sites across the city.

Final draw down of Scottish Government funding is in 20/21 with delivery of the 1,500 homes target expected to be complete in 2023.

Regional Affordable Housing Programme

The regional affordable housing programme is the collective local authority Strategic Housing Investment Plans (SHIPs).

Collective SHIPs will deliver nearly 2,000 homes across the region this year with a spend £130m Scottish Government Grant and estimated £260m total spend when Councils and Registered Social Landlord partners' contributions are included. Maintaining record levels of delivery with 2019/20 in terms of number of approvals, completions and spend.

Completions are due to remain level in 20/21 (2,000 homes) but could double in 21/22 to almost 4,000 homes.

The South East of Scotland regional SHIP has a 5-year pipeline of nearly 14,000 affordable home completions.

HNDA₃

The City Region Deal PMO has worked with Fife Council, Scottish Borders Council and South East of Scotland Housing Officers Forum (SESHOF) to identify resources and develop a Project Initiation Document to commence work on the next Housing Need and Demand Assessment (HNDA 3) for the South East of Scotland.

Strategic Sites

Winchburgh is making significant progress. There are approximately 600 homes delivered across the Winchburgh Master Plan area, and adjacent site delivered by Winchburgh Developments Ltd. A further 80 homes are underway and groundworks for four housebuilders are now back on site.

An Outline Business Case (OBC) for Dunfermline is due to be finalised in September will be taken forward for Granton in October 2021 and Blindwells shortly thereafter. These OBCs will outline funding and delivery solutions.

In February 2020, the City of Edinburgh Council <u>published</u> a proposal to transform Granton Waterfront into a new coastal town and become one of Scotland's leading sustainable developments. Under the plans, the former industrial land would include 3,500 new homes of which at least 35% will be affordable, a school, medical centre, new cycling and walking routes and enhanced sustainable transport connections with the city, making a significant contribution to Edinburgh's target to become a net zero carbon city by 2030.

Tweedbank is currently at the project initiation stage and the other sites are being delivered by the private sector and do not require City Region Deal housing intervention.

On 12 May 2020, a strategic site leads meeting was held to update on progress and share learning across the region. Partners recognised that there was opportunity for the leads to get together and share learning and best practice on business case development and site delivery and to use a regional forum to raise potential issues and opportunities that two or more authorities may have in common.

Infrastructure

On 25 February 2020, the Regional Housing Board recommended the development of a project proposal to pilot a regional infrastructure forum. This aims to bring together key infrastructure and utility providers with public sector partners to share programme and investment plans to accelerate delivery of development, increase efficiencies and maximise investment. The project proposal is currently under development.

Innovation

The City of Edinburgh Council, working in partnership with Offsite Solutions Scotland (a consortium of offsite construction companies), Scottish Government, Scottish Futures Trust, Construction Scotland Innovation Centre (CSIC) and Edinburgh Napier University has developed a Housing Demonstrator Project.

The Demonstrator aims to develop a new, innovative, collaborative business model to support the use of offsite construction methods to deliver high quality new homes with a focus on net zero carbon and whole life performance. The ambition is to demonstrate time, cost and quality improvements through:

- a new approach to collaborative procurement and delivery;
- a pipeline of future development
- standardised house components/types and whole life performance standards; and
- risk and benefits sharing between partners.

This project aligns closely with the two strategic aims of the Regional Housing Programme to deliver a step change in innovation and inclusive growth in the housing and construction sectors; and deliver a step change in the supply of new homes across the South East of Scotland. The model will be developed and piloted on a 1,000 homes pipeline across the city region. The ambition is that the model will deliver a blueprint for UK wide public sector procurement of affordable housing.

In July 2020, following funding applications to Scottish Government and CSIC the project was launched and funding will be awarded from Scottish Government via the Zero Emissions heating fund and academic innovation support through CSIC.

Skills

Housing partners will work closely with the Housing, Construction and Infrastructure (HCI) Skills Gateway could support a programme of targeted skills interventions directed at widening access, addressing skills shortages and gaps in the construction and house building sectors, and increase the flow of individuals from disadvantaged groups into career opportunities on sites across the Region.

Future Opportunities for the Regional Housing Partnership

- **Strategic sites:** Continue to collaborate across the seven strategic sites to share learning and best practice to support the development of those partners seeking to develop business cases and utilise the City Region Deal governance structure to promote sites.
- Regional Affordable Housing Grant: Work collaboratively to make the case to Scottish
 Government for greater certainty and allocation of grant funding for the South East Scotland, the
 fastest growing region in Scotland.
- **Pro-active engagement with industry:** Homes for Scotland, Construction Industry Training Board, Registered Social Landlords, universities and key representative groups (Shelter, Scottish Federation of Housing Associations, Chartered Institute of Housing etc.) to collaborate and identify funding, projects and potentially leverage additional resources. Greater commitment of time and resources could enable this to happen.
- Housing Delivery models: Continued collaboration on new models of housing delivery building on Edinburgh Living, Build to Rent, institutional investment and other delivery models.
- Climate change and transition to a zero-carbon economy: Collaborate to develop a regional position on climate change and understand how partners individually and collectively can adapt to respond to the climate challenge. There are also opportunities to work with universities, government and key agencies to develop projects and leverage funding and resources.

• Infrastructure:

- Financing and delivering infrastructure remains a key challenge for all partners. Joint
 working, pooling of resources to consider financial innovation, funding and delivery models.
 Collaborative responses to Government can help to lobby effectively and efficiently for
 regional partners.
- Key infrastructure assets across the region e.g. water, waste, transport, schools and more
 are often cross boundary in nature or could be delivered in this way in the future and
 therefore would benefit from a regional approach.
- Place based approaches: Align to the place-based approaches set out by Scottish
 Government and key agencies develop and deliver projects in line with Scottish Government
 priorities and future funding opportunities.

Key Risks

The development and delivery of a successful regional housing work programme requires commitment and resource from across regional partners, national agencies and Scottish and UK Government.

Alignment with wider programme

Housing is a key social, economic and environmental driver. Greater integration across these drivers and City Region Deal policy themes is essential to support the growth requirements of the region and to deliver new communities which deliver the quality of place that ensures the South East of Scotland is a desirable place for people to live and for businesses to invest.

Regional housing partners have developed a work programme that has synergies between work being developed through thematic areas of the Deal: IRES Programme; Transport Appraisal Board (TAB); Innovation; and the emerging Regional Growth Framework.

Linking construction programmes, contractors and developers to Housing Construction and Infrastructure (HCI) Skills Gateway programme. Ensuring that regional skills shortages are tackled, and employment opportunities are directed to communities within the city region and that individuals facing disadvantages in the labour market are targeted.

5 COVID-19 RESPONSE

Alongside the rest of the UK, the city region entered a state of significant "lock down" on 23 March 2020. This was unexpected and affected the delivery timescales of several of the projects, as detailed in Section 2.

More positively, the Governance structure, established to manage City Region Deal activity, helped the partnership to respond quickly with some effective interventions. Four of these are summarised in this section. These all have strong links with ongoing activity through City Region Deal projects, and are pertinent examples of how the partnership, that normally monitors City Region Deal activity, can work together to deliver added value alongside the delivery of the Deal projects.

COVID-19 Jobs Portal

The sudden onset of COVID-19 and enforced lockdown on 23 March resulted in unprecedented economic disruption across the region and immediate closure of businesses and uncertainty for many citizens. Employers and employees were navigating a quickly changing landscape to prevent job disruption. Many of those affected are not known to local employability systems, including those working in low skilled jobs and the gig economy, and employers unprepared for cutting contracts and hours. While the Job Retention Scheme was introduced it became apparent it would not necessarily prevent on-going job losses and the need for further economic security for many.

Regional partners identified a surge in job opportunities with sudden growth sectors, including takeaway food and beverages, logistics, supermarkets and the NHS / care sector, agriculture, among others and it was recognised there was a gap for a job promotion service to meet the needs of both employers and at-risk employees as well as jobseekers with an opportunity to match skills to opening opportunities.

The COVID-19 Jobs Support project was designed to utilise employability software developed by Hanlon Software Solutions creating a <u>COVID-19 Jobs Support portal</u> as a regional offer for employers still recruiting and COVID-19 impacted employees facing job losses.

It gives support that is specific and clearly visible and captures the scale of the challenge as we also collect data through registration details of those affected. The portal offers additional links to local services across the city region and manage the considerable information flow currently being generated, including welfare rights support and links to PACE activity and Business Development support for employers.

Launched on 3 April 2020, just 11 days after lockdown, and promoted via a maximum impact marketing campaign through the city region, the site has now welcomed its 16,000th unique visitor with over 70,00 page views. 883 full jobseeker registrations have taken place, with 251 of these referred into local employability provision within the City Region area. 305 employers are registered on the site with a total of 796 vacancies advertised.

Following the launch of COVID-19 Jobs Support, the Integrated Employer Engagement team has actively engaged with a number of other Scottish local authorities through Scottish Local Authorities Economic Development (SLAED) to promote the software and functionality of the site and to date 3 other local authorities are rolling out this product within their areas, with a further eight in discussions with the developer Hanlon.

For more information contact c19jobs@capitalcitypartnership.org

Health and Social Care Skills Gateway

A new potential Health and Social Care Gateway is being investigated as a response to the importance and greater focus placed on the sector by COVID-19, as well as the timely completion of

a Health and Social care research report commissioned under the IRES Labour Market Analysis & Evaluation project.

The research highlighted the challenges facing the sector, such as:

- Current and projected staff shortages, which are likely to be exacerbated by Brexit;
- An ageing population;
- Increasing health inequalities;
- Technology changes with the potential to transform the way in which health and social care will be delivered over coming years; and
- The COVID-19 Pandemic

The Skills Gateway business case is being led on by Edinburgh College working with Edinburgh Napier University, University of Edinburgh, Public Health Scotland, NHS, Queen Margaret University, Skills Development Scotland and Borders College. Mapping is taking place of current training provision versus demand; while considering the impact of COVID-19 and also new ways of working linked to the Usher institute and Advanced Care Research Centre (ACRC). Proposals will be presented to the IRES board in September 2020.

Contribution to the Report on the Advisory Group for Economic Recovery

In May, the regional partners came together to submit a joint submission to inform the <u>report</u> of the Scottish Government's Advisory Group on the Economic Recovery, led by Benny Higgins. The Programme Management Office coordinated responses from all relevant partners across the City Region Deal governance structure. The Regional Enterprise Council played a particularly strong role in informing the submission.

The response offered views on the shape of the recovery, consequences for businesses, communities and institutions, as well as views on how the crisis may affect the transition to net zero carbon and lessons we can take for future strategic planning.

It referred to the ambitious plans for the City Region, through the Deal, and how an innovation-led response, based around health and data through investment in this region can help the country recover and tackle future health issues. It also referred to the Regional Growth Framework, which is underway to provide a context for future planning, housing and economic development strategies in the region in the context of net zero carbon ambitions.

City Region Deal partners are in regular contact with Government, through monthly Executive Board and Directors meetings, and the role of the partnership in assisting with the COVID-19 challenge and recover is being discussed on an ongoing basis.

Regional Transport Transition Plan

In June 2020, regional partners came together to develop a regional Transport Transition Plan to suggest measures that will address the challenges presented by increasing demand for public transport services at a time when the capacity of those services is severely reduced by social distancing requirements as the easing of COVID-19 lockdown restrictions progresses.

The existing Transport Appraisal Board, formed specifically to oversee City Region Deal projects, was reformed into a Regional Transport Transition Group, comprising officer representatives of the six City Region Deal Councils plus representatives from Clackmannanshire and Falkirk Councils, together with officer representatives from Transport Scotland and the Regional Transport Partnership, SEStran. The Group, in close consultation with public transport operators, prepared packages of measures for the main transport corridor routes into and out of Edinburgh. with particular emphasis on supporting public transport operations and prioritising capacity of public transport, encouraging greater levels of active travel (walking/wheeling/cycling), and reducing the extent of potentially increased private car use.

The need for the implementation of measures was urgent. Of particular importance is maximising the capacity of the public transport system to manage effectively the expected impacts of the reopening of schools from 11 August.

The group met weekly and sub groups worked to devise a series of short, medium and long-term measures. Some of these fed into a submission for the <u>Bus Priority Rapid Deployment Fund</u>, resulting in £1.8 million of measures for temporary bus priority interventions across the region. The interventions also fed into the national <u>Transport Transition Plan</u>.

6 THE YEAR AHEAD

Key milestones that are expected in the next 12 months are shown in the table below:

Date	Milestone
September 2020	Joint Committee meeting where the following items will be considered: • Benefits Realisation Plan. • City Region Deal Annual Report.
September 2020	Completion of Edinburgh International Data Facility Computer Room 4.
December 2020	Joint Committee meeting where the following items will be considered: • Dunfermline Housing Business Case. • Regional Growth Framework update. • Easter Bush Business Case. • Integrated Regional Employability and Skills Programme update.
December 2020	Regional Growth Framework complete.
December 2020	Commence construction of the National Robotarium.
January 2021	Launch Edinburgh Futures Institute TravelTech cluster.
March 2021	Joint Committee meeting where the following items will be considered: • Edinburgh Innovation Park (Food and Drink Innovation at Queen Margaret University) Business Case. • Fife Industrial Innovation Investment Programme Tranche 2 Business Case. • Data-Driven Innovation Programme update.
March 2021	Variation to planning application for Dunard Centre to be ready for consideration.
April 2021	Start draw down of City Region Deal Easter Bush funding.
April 2021	Outline business case for West Edinburgh Transport Programme complete.
June 2021	Deliver the Regional Data Haven.
July 2021	Develop and release <u>DataLoch</u> beta – the first fully operational dataset.

7 CONTACTS AND FURTHER INFORMATION

PROGRAMME MANAGEMENT OFFICE

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- Mark Baillie, Lead Communications Officer: mark.baillie@ei.ed.ac.uk, 0131 651 4297
- David Baxter, Senior Programme Officer: david.baxter@edinburgh.gov.uk, 0131 529 3224
- Aleks Bogacz, Modern Apprentice, Aleksandra.bogacz@edinburgh.gov.uk, 0131 529 3134
- Adam Dunkerley, Integrated Regional Employability and Skills Manager: <u>Adam.Dunkerley@fife.gov.uk</u>, 03451 55 55 + Ext: 440327
- David Hanna, Senior Programme Officer: david.hanna@edinburgh.gov.uk , 0131 529 3161
- Henna Khatoon, Lead Accountant: henna.khatoon@edinburgh.gov.uk, 0131 529 3225
- Graeme Rigg, Senior Programme Officer, graeme.rigg@edinburgh.gov.uk, 0131 529 3183
- General enquiries: esescr.citydeal@edinburgh.gov.uk

FURTHER INFORMATION

- Keep up to date with the latest news and join the mailing list at www.esescityregiondeal.org.uk
- Data-Driven Innovation website
- Download all Joint Committee reports including approved business cases at <u>The City of</u> <u>Edinburgh Council Committee library</u> website.
- Visit the webcast library to view recordings of each Joint Committee meeting.



Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Response to Internal Audit Opinion 2020

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the actions being taken to resolve the weaknesses identified in the Chief Internal Auditor's 2020 Internal Audit Opinion.
- 1.2 To note that additional capacity will be provided immediately to bolster assurance with initial focus on addressing open Internal Audit findings within the Council.

Andrew Kerr

Chief Executive

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Report

Response to Internal Audit Opinion 2020

2. Executive Summary

2.1 This report sets out the approach that the Chief Executive is taking to resolve the weaknesses identified in the Chief Internal Auditor's 2020 Internal Audit Opinion. A comprehensive approach covering the implementation of agreed management actions to address open IA findings; governance and risk management frameworks, operational processes and controls; and assurance has commenced, and this report provides details on these workstreams and identifies expected timelines.

3. Background

- 3.1 The Governance, Risk and Best Value Committee (GRBV) considered the Internal Audit Annual Opinion for the year ended 31 March 2020 on 18 August 2020. The Opinion identified that there were significant and/or numerous control weaknesses in the design and/or effectiveness of the control environment and/or governance and risk management frameworks. As a result of this, only limited assurance could be provided that risks were being managed and that the Council's objectives would be achieved. The report also noted that the weaknesses identified and highlighted in Internal Audit (IA) reports supporting the 2019/20 annual opinion were predominantly attributable to lack of capacity and skills within first line divisions and directorates to ensure that key controls; governance; and risk management processes were consistently and effectively applied to support effective ongoing management of service delivery and projects.
- 3.2 The Committee noted the significant and thematic weaknesses that contributed to this opinion and requested a plan to be brought back on how the areas for improvement listed at 4.16 of the Chief Internal Auditor's report would be addressed to enable the significant improvements required in time for the delivery of the next annual audit opinion.
- 3.3 The Institute of Internal Auditor's 'Three Lines Model' is designed to help organisations identify structures and processes that best assist the achievement of objectives and facilitate strong governance and risk management. This report references the use of the Three Lines model and also seeks to ensure that improvements link with, and work alongside, the model in how the Council is approaching its governance.

3.4 The Three Lines Model includes first line divisions and directorates (the 'doers') that are responsible for delivering services in line with applicable legislation; regulations; policies; and frameworks, and ensuring that risks are identified and managed in line with the Councils risk appetite and considered when making both operational and strategic decisions. First line teams are supported by the second line teams (the 'helpers') who are responsible for maintaining policies and supporting frameworks, and providing ongoing oversight and challenge to first line teams in a constructive 'critical friend' capacity. Independent assurance is provided by IA (the 'checkers') and other relevant external bodies (for example, external audit; Audit Scotland; The Scottish Government and other external regulators). on the design and effectiveness of the Council's governance and risk management processes and operational control environment.

4. Main report

- 4.1 In her report, the Chief Internal Auditor indicated that any plan to address the red audit rating will require a range of solutions to be implemented and that a quick fix will not be sufficient. Resolving these weaknesses will require improvements in culture, clarity on roles and responsibilities, new improved guidance and frameworks and addressing capacity issues. Although some of these improvements are already being progressed, others will take time to research, analyse and implement.
- 4.2 The Chief Internal Auditor has indicated that she believes that there are currently three key issues which will improve the overall audit outcomes for the Council:
 - 4.2.1 Improve timely closure of internal audit management actions for identified risks
 - 4.2.2 Improve "business as usual" operational controls to minimise risks; and
 - 4.2.3 Ensure that Covid response implementation is appropriately managed.
- 4.3 The Chief Executive has instructed that a plan be put in place that will address these matters, improve on the red rated (significant improvement requirement) internal audit annual opinion outcome, and to make the necessary significant improvements necessary. All of these elements will interlink, and this report outlines the following elements which make up the approach:
 - 4.3.1 Resolving outstanding management actions from internal audits
 - 4.3.2 Reviewing the current risk management framework
 - 4.3.3 Reviewing current assurance capacity and structures
 - 4.3.4 Taking all of the above into account as part of the operational governance review through the Adaptation and Renewal programme.

Resolving outstanding management actions from internal audits

4.4 On Wednesday 22 July 2020, in response to an IA paper presented to the CLT that outlined options for revisiting completion timeframes for open IA findings, the Chief

- Executive instructed all directors to meet with the Chief Internal Auditor to review all open IA findings in light of the impact of Covid-19 and management's capacity to address the new findings raised in audits completed in the 2019/20 plan year.
- 4.5 These meetings have taken place and a paper will be presented to the CLT on 7
 October and then the Governance, Risk, and Best Value Committee on 3
 November that outlines the approach to be adopted. This will confirm the number of open IA findings where:
 - 4.5.1 the risks associated with open IA findings have been retrospectively accepted by management and the open findings will be closed based on this risk acceptance;
 - 4.5.2 agreed management actions have changed; and
 - 4.5.3 completion dates have been extended.
- 4.6 Following completion of this exercise, monthly reporting on the status of open IA findings to CLT will be reinstated from October 2020, with reporting to the Governance, Risk, and Best Value Committee reinstated from December 2020.
- 4.7 The ongoing impact of Covid-19 and management's capacity to address open IA findings will be closely monitored to determine whether any further extension to revised completion dates is required.

Review of the Council's risk management framework

- 4.8 The revised Enterprise Risk Management policy and Risk Appetite Statement are being presented to this Committee for approval on 6 October 2020
- 4.9 The Council's operational risk management framework is currently being refreshed with the objective of providing improved clarity and guidance for first line teams across divisions and directorates. The refreshed framework should support consistent application of the Enterprise Risk Management Policy and consideration of the Council's risk appetite in line with the Institute of Internal Auditors Three Lines Model; and will also address a number of the findings raised in the Scott Moncrieff Risk Management internal audit report.
- 4.10 The refreshed framework will be presented to GRBV Committee on 4 December 2020, and (following scrutiny by Committee) is proposed to be implemented over a three-year period. Effective implementation of the framework will be dependent on the capacity and risk management skills within first line teams to support effective ongoing risk management.
- 4.11 The Chief Executive is currently reviewing senior management structures within the Council and will ensure that as part of this review that we ensure there are strong risk and assurance arrangements in place across the Council. This work will be fully informed by the work set out in 4.17.
- 4.12 The survey issued across the 32 Scottish Local Authorities (refer para 4.19 below) also included a specific question on responsibility for providing independent challenge in relation to Council Board decisions. This information will also be used

by the Chief Executive to inform the decision on how independent challenge will be provided on CLT decisions.

Operational Governance Model

- 4.13 As part of the Adaptation and Renewal programme, the operational governance workstream is looking at the Council's controls processes within the governance environment and ascertaining how these could be improved.
- 4.14 The project will consider both directorate specific and corporate, Council wide issues that need to be resolved and will examine specific areas and controls which have been highlighted by the Chief Internal Auditor, the Corporate Governance Team and directorates.
- 4.15 The project will focus on the following main elements:
 - 4.15.1 Consider the appropriateness of existing first line directorate and divisional operational structures, governance and risk management roles and responsibilities;
 - 4.15.2 Explore officer decision making and the groups and processes that support these:
 - 4.15.3 Consider whether second line frameworks could be reviewed to improve consistency, efficiency and the level of compliance;
 - 4.15.4 Identify any other underlying issues that may impact negatively on the Council's governance, control and risk environments;
 - 4.15.5 The documentation relating to, and Council's approach to, its ALEOs; and
 - 4.15.6 Identify any training needs or gaps.
- 4.16 The project will aim to identify corporate solutions to the matters highlighted above within the next four months and this will link closely with the work undertaken on capacity and structures noted above. The specific areas and issues have been identified but work is still ongoing on the scope of these smaller workstreams. This work will involve officers from across the Council and is expected that this work will continue into 2021.

Reviewing the Council's current assurance model

- 4.17 As highlighted by the Chief Internal Auditor, a lack of first and second line assurance capacity and skills has been a significant contributing factor to the weaknesses identified in the established governance and risk management processes and operational control environment, that have contributed to the red (significant improvement required) IA annual opinion.
- 4.18 Consequently, the Chief Executive has instructed a review of assurance models with the objective of identifying the most appropriate assurance model for the Council that is aligned (where possible) with the Three Lines and informed by the models currently applied by other local authorities.
- 4.19 A survey has been issued to the 32 Scottish Local Authorities to support our understanding of the assurance models applied across Scottish Councils and their

- effectiveness, and the Institute of Internal Auditors has also issued the same survey to members of its UK public sector internal audit forum.
- 4.20 Following completion of the survey, a paper was prepared and presented to the Chief Executive that recommends the optimum assurance model for the Council, and the steps required to support its implementation. The potential structural; resourcing; and financial implications associate with the proposed model are currently being considered as part of any organisational restructure. However, due to the need to ensure that any weaknesses are tackled immediately, the Chief Executive has agreed that additional capacity to bolster assurance in the Council will be put in place to focus on closure of open IA findings as soon as possible.
- 4.21 Regardless of the variation of the three lines assurance model implemented, both first and second line assurance capacity and skills and experience are an essential basis to support its effective implementation and achieve the necessary improvements in governance and risk management processes and the Council's operational control environment.

5. Next Steps

- 5.1 All strands of the workstreams above will be reported to the appropriate committees or through the Adaptation and Renewal Programme. As stated above the assurance capacity work will be aligned with the senior management structure review but immediate resources will be bolstered as an interim measure.
- 5.2 The risk management framework is due to be considered by the Governance, Risk and Best Value Committee on 4 December 2020. Reporting on open Internal Audit findings management actions is being reinstated from October 2020 and any red rated IA reports, or reports that include High rated findings will continue to be reported to the relevant executive committee.
- 5.3 The operational governance work is reporting to the Change, People and Finance Board and aims to have completed its core programme over the next four months. As a result the aim will be to have the foundations of an improved governance, risk and assurance structure within the Council before the start of the new financial year and in time for the Chief Internal Auditor's 2020/21 opinion.

6. Financial impact

6.1 Any cost implications will be aligned with the Adaptation and Renewal Programme and any changes made as part of the redesign of the Council's structure and will be reported to committee accordingly.

7. Stakeholder/Community Impact

7.1 The governance and compliance requirements are the foundation of the report and are outlined in the background and main report section.

8. Background reading/external references

8.1 Governance, Risk and Best Value Committee 18 August 2020 – <u>Internal Audit Annual Opinion for the year ended 31 March 2020</u>

9. Appendices

None.



Policy and Sustainability Committee

10am, Tuesday 6 October 2020

Appointments to Working Groups 2020/2021

Executive/routine Executive

Wards All Council Commitments

1. Recommendation

1.1 To consider the re-appointment of members to Working Groups as set out in Appendices 1 to 8.

1.2 To agree the dissolution of the Redford Barracks Working Group and the Poverty All Party Oversight Group.

Andrew Kerr

Chief Executive

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Report

Appointments to Working Groups 2020/2021

2. Executive Summary

2.1 The Policy and Sustainability Committee is required to appoint the membership of its Working Groups for 2020/21. The proposed membership, structures and remits of each are detailed in Appendices 1 to 8 of this report.

3. Background

- 3.1 The appointment of committees, joint committees and joint boards is a reserved matter for Full Council.
- 3.2 A report to the Policy and Sustainability Committee on 6 August 2020 proposed that, given the impact of the Covid-19 emergency and resource pressures that remain, working groups only meet if:
 - there is officer capacity and resource available;
 - it is required for specific actions to progress;
 - they take place virtually.
- 3.3 On 23 April 2020 the Leadership Advisory Panel agreed interim political management arrangements to carry out Council business for the period 1 May 2020 to 1 September 2020 and Interim Standing Orders to cover that period. Part of the interim political management arrangements was to agree that the functions reserved to Council in the Committee Terms of Reference and Delegated Functions would be carried out by the Policy and Sustainability Committee.
- 3.4 At its meeting on 28 May 2020, in terms of Interim Standing Order 1.2, the Policy and Sustainability Committee agreed the political balance on the Council's committees.
- 3.5 Appointments to the Council's committees were also made at the Policy and Sustainability Committee meeting on 28 May 2020.
- 3.6 The Corporate Policy and Strategy Committee on 14 May 2019 established the Sustainability and Climate Emergency All Party Oversight Group.
- 3.7 The Policy and Sustainability Committee on 25 February 2020 established the Festival and Events Oversight Group and the Poverty All Party Oversight Group.

3.8 The Policy and Sustainability Committee on 28 May 2020 established the Adaptation and Renewal All Party Oversight Group.

4. Main report

- 4.1 The Committee is requested to consider the re-appointment of members to its Working Groups for 2020/21 as detailed in Appendices 1 to 8.
- 4.2 While there is no requirement for the membership of working groups to be proportionate to that of the Council, it is suggested that this is good practice. The proposed membership has therefore been adjusted to reflect the overall political balance on the Council. It is, however, open to the Committee to alter the membership where it feels this is warranted.
- 4.3 The Committee is requested to agree the dissolution of the Redford Barracks Working Group Planning Officers have confirmed that there is no specific need for the Working Group in the immediate future. Any issues will be addressed through the City Plan preparation in the short term.
- 4.4 The Committee is also requested to agree the dissolution of the Poverty All Party Oversight Group. It is proposed that this work be taken forward by the Adaptation and Renewal All Party Oversight Group, which was established by the Policy and Sustainability Committee on 28 May 2020 the remit of the Adaptation and Renewal All Party Oversight Group has therefore been updated to include that of the Poverty All Party Oversight Group (Appendix 1).

5. Next Steps

5.1 Not applicable.

6. Financial impact

6.1 Not applicable.

7. Stakeholder/Community Impact

7.1 Not applicable.

8. Background reading/external references

- 8.1 Review of Appointments to Committees, Boards and Joint Boards for 2020/2021– report by Chief Executive
- 8.2 Minute of the Policy and Sustainability Committee of 6 August 2019
- 8.3 Minute of Policy and Sustainability Committee of 28 May 2020
- 8.4 Minute of Corporate Policy and Strategy Committee on 14 May 2019
- 8.5 Minute of Policy and Sustainability Committee on 25 February 2020

8.6 Review of Political Management Arrangements 2020 – report by the Chief Executive

9. Appendices

Appendix 1 – Adaptation and Renewal All Party Oversight Group

Appendix 2 – Brexit Working Group

Appendix 3 – Edinburgh Waterfront All Party Oversight Group

Appendix 4 – Equalities Working Group

Appendix 5 – Festival and Events All Party Oversight Group

Appendix 6 - Sustainability and Climate Emergency All Party Oversight Group

Appendix 7 – Welfare Reform Working Group

Appendix 8 – West Edinburgh All Party Oversight Group

Appointments to Working Groups 2020/21

Adaptation and Renewal All Party Oversight Group

Membership - 17 members

(5 SNP, 5 Conservative, 3 Labour, 2 Green and 2 SLD)

Councillor Aldridge Councillor McVey (Chair)

Councillor Kate Campbell Councillor Main

Councillor Cook Councillor Perry

Councillor Day Councillor Rankin (Councillor Munn in the

interim)

Councillor Gardiner Councillor Staniforth

Councillor Gloyer Councillor Webber

Councillor Hutchison Councillor Whyte

Councillor Macinnes Councillor Wilson

Councillor MacLellan

Remit

The current remit of the Working Group is:

- 1. To support and drive a co-ordinated approach throughout the Council.
- 2. To provide additional scrutiny and oversight of the Programme.
- 3. To feedback and contribute to the development of options for committee.

It is proposed that the remit of the Poverty All Party Oversight Group is now taken forward as part of this group:

- 4. Champion the prioritisation of action within the Council and across the city to end poverty (including child poverty).
- 5. Support and drive a co-ordinated approach to embed Edinburgh Poverty Commission recommendations throughout all Council services and across the city.
- 6. Provide additional scrutiny and oversight to the development and implementation of a 3-year Action Plan for the delivery of Edinburgh Poverty Commission recommendations.
- 7. Provide additional scrutiny and oversight to the development and delivery of the annual Local Child Poverty Action Report.

8. Support and work with citizen groups and other partnership groups involved in the delivery of Edinburgh Poverty Commission recommendations.

Last Met: 21 September 2020

Brexit Working Group

Membership – 7 members

(2 SNP, 2 Conservative, 1 Labour, 1 Green and 1 SLD)

Councillor Aldridge Councillor Miller

Councillor Day Councillor Rankin

Councillor Doggart Councillor Whyte

Councillor McVey (Chair)

Remit

The current remit of the Working Group is:

- 1. To consider the impact of the result on Edinburgh residents and Council customers particularly vulnerable households and communities.
- 2. To consider the impact of the result and related uncertainty on the Council workforce, Council partners and key suppliers/contractors.
- 3. To consider the impact of the result on planned Council projects and service delivery.
- 4. To consider the impact of the result on Council budgets and finances.
- 5. To receive reports and updates from the Community Forum established by the Communities and Neighbourhoods Committee at their meeting on 27 September 2016.
- 6. To agree 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.

Last met: 17 January 2020

Edinburgh Waterfront All Party Oversight Group

Membership - 11 members

Council Leader, Depute Leader (Chair), Convener or Vice Convener of Housing and Economy, Convener or Vice Convener of Transport and Environment, Convener or Vice Convener of Culture and Communities, Convener or Vice-Convener of Planning, Convener or Vice Convener of Education, Children and Families, Convener or Vice Convener of North East Locality, Convener of North West Locality; a representative from Granton Regeneration Locality Group; a representative from the Conservative, Green and Liberal Democrat Groups (if not included in the representation outlined above).

Councillor Aldridge Councillor Gardiner

Councillor Jim Campbell Councillor McNeese-Mechan

Councillor Kate Campbell Councillor McVey

Councillor Child Councillor Miller

Councillor Day (Chair) Councillor Perry

Councillor Doran

Remit

The current remit agreed by the Corporate Policy and Strategy Committee on 2 October 2018 is:

- 1. To provide a forum for cross-party political leadership of the Waterfront regeneration programme.
- 2. To discuss significant issues and projects arising from the development of the Waterfront.
- 3. To provide advice and guidance to officers on the implementation of decisions.
- 4. To monitor progress.

Last met: 27 August 2019

Equalities Working Group

Membership - 5 members

(1 SNP, 1 Conservative, 1 Labour, 1 Green and 1 SLD)

Councillor Aldridge Councillor Laidlaw

Councillor Cameron Councillor Rae

Councillor Gordon

Remit

The current remit agreed by the Council on 23 August 2018 is:

1. To support the inclusion and innovation aims of the Council's Economic Strategy

2. To improve citizens' access to Council services, including services operated on the Council's behalf

3. To improve citizens' access to events, meetings and visits to Council owned buildings, parks and land.

4. To improve citizens' access to employment and training opportunities within the Council.

Last met: 2 September 2020

Festival and Events All Party Oversight Group

Membership – 11 members

(Convener and Vice-Convener of the Corporate Policy and Strategy Committee, Convener and Vice-Convener of the Culture and Communities Committee, 1 Representative from Conservative Group, 1 Representative from Green Group, 1 Representative from Liberal Democrat Group and City Centre Councillors)

Councillor Day Councillor Mowat

Councillor Doggart Councillor Osler

Councillor Doran Councillor Rae

Councillor McNeese-Mechan Councillor Rankin (Councillor Munn in the interim)

Councillor McVey (Chair)) Councillor Wilson

Councillor Miller

Remit

The current remit of the Working Group is:

- 1. To provide scrutiny and oversight of the delivery and impacts of major festivals and events in Edinburgh.
- 2. To facilitate and engage with key stakeholders including representatives from local communities.
- 3. To ensure a co-ordinated Council-wide approach to festivals and events.

Last met: 18 August 2020

Sustainability and Climate Emergency All Party Oversight Group

Membership - 7 members

(Convener and Vice-Convener of the Policy and Sustainability Committee, the Sustainability Champion, 1 Conservative, 1 Green and 1 SLD)

Group

Councillor Adam McVey (Convener) Councillor Cammy Day

Councillor Robert Aldridge Councillor Steve Burgess

Councillor George Gordon Councillor Gillian Gloyer

Councillor Iain Whyte.

Remit

The current remit of the Working Group is:

- 1. To champion the prioritisation of sustainability action within the Council and across the city.
- 2. To support and drive a co-ordinated approach throughout the Council to embed sustainability outcomes in the delivery of Council services.
- 3. To play a key role in providing additional scrutiny and oversight of the implementation of the Programme Plan.
- 4. To provide a vehicle for the development of the 2030 Sustainability Strategy and 2050 Vision before it is submitted for debate and approval at the Corporate Policy and Strategy Committee
- 5. To provide a means to facilitate and engage with partners and the community on the developing strategy and the wider sustainability agenda throughout the City.
- 6. To link in with other working groups within the Council which are progressing elements included in the Sustainability Programme or 2030 Strategy.

Last met: 29 January 2020

Welfare Reform Working Group

Membership – 7 members

(2 SNP, 2 Conservative, 1 Labour, 1 Green and 1 SLD)

Councillor Aldridge Councillor McLellan

Councillor Kate Campbell Councillor Rae

Councillor Doggart Councillor Watt

Councillor Gordon

Remit

The current remit of the Working Group is:

- To monitor the implementation and impact of various benefits changes and to contribute to consideration of further measures to support tenants and recipients of benefits
- 2. To keep under review the implementation and impact of the Council's 'no evictions' policy
- 3. To consider the application and impact of the Discretionary Housing Payments policy
- 4. To monitor the position in respect of rent arrears and any implications
- 5. To monitor the implementation of the Scottish Welfare Fund
- 6. To monitor the implementation and impact of PIP (Personal Independence Payments) and Universal Credit

Last met: 8 September 2020

West Edinburgh All Party Oversight Group

Membership - 10 members

Council Leader (Chair), Convener or Vice Convener of Housing and Economy, Convener or Vice Convener of Transport and Environment, Convener or Vice Convener of Planning, Convener or Vice Convener of Education, Children and Families, Convener or Vice Convener of South West Locality, Convener or Vice Convener of North West Locality; and a representative from the Conservative, Green and Liberal Democrat Groups (if not included in the representation outlined above).

Councillor Aldridge Councillor Dixon

Councillor Kate Campbell Councillor Gardiner

Councillor Day Councillor Macinnes

Councillor Dickie Councillor McVey (Chair)

Councillor Miller Councillor Mitchell

Remit

The current remit agreed by the Corporate Policy and Strategy Committee on 2 October 2018 is:

To oversee the development of the strategic vision for West Edinburgh and to advise on major policy issues like inclusive growth, development mix, transport infrastructure, schools provision and wider social, economic and spatial issues.

Last met: 23 September 2020



Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Re-opening of public conveniences

Executive/routine Executive Wards All

Council Commitments

1. Recommendations

- 1.1 It is recommended the Committee:
 - 1.1.1 Notes that the measures put in place are generally working well and that they are operating effectively;
 - 1.1.2 Notes the measures and costs associated with retaining the opening of seven public conveniences in the city over the winter months (in line with current COVID-19 guidance);
 - 1.1.3 Refers this report to Full Council for approval of the measures and investment required to continue with opening seven public conveniences to the end of the financial year; and
 - 1.1.4 Notes the approach to developing a public convenience strategy and approves commencement of assessment of possible locations for new public convenience facilities.

Paul Lawrence

Executive Director of Place

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Report

Re-opening of public conveniences

2. Executive Summary

2.1 This report provides an update on how the public conveniences which were reopened in July 2020 are operating, provides information as requested in recent Motions and sets out next steps for developing a public conveniences strategy for Edinburgh.

3. Background

- 3.1 On <u>9 July 2020</u> 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 On <u>6 August 2020</u> Policy and Sustainability Committee considered the measures and investment required to reopen the remaining public conveniences and agreed that no further facilities would be reopened at that time.
- 3.3 The Committee approved the following adjusted motion:
 - 3.3.1 To note the measures and investment required in order to reopen further public conveniences in the city;
 - 3.3.2 To note that in some places in particular the Meadows, Bruntsfield Links, Portobello Beach and surrounding residential areas despite toilet facilities being open, public urination was still a problem. Therefore:
 - 3.3.3 To agree that the Council work with local police to monitor local sites and take action to prevent the problems continuing including increasing opening hours of public conveniences;
 - 3.3.4 To agree that for the public conveniences reopened, there should be clear public notices at each site of the facilities, opening hours, and safety notices as detailed in the report (of 6 August 2020), and signage to the public convenience within a half mile radius as appropriate;

- 3.3.5 To note that a review of operations following reopening will be presented to the appropriate Committee in October 2020, and requested that this review include:
 - 3.3.5.1 Information on the measures and investment of the public conveniences detailed in the report;
 - 3.3.5.2 The measures and costs of opening the three public conveniences not given in the report;
 - 3.3.5.3 A proposed annual schedule for the opening of public conveniences from October 2020;
 - 3.3.5.4 Details of public access to toilet facilities in businesses across the city where public conveniences have been closed and the effects of Covid-19 on this scheme; and
 - 3.3.5.5 Options for a revised public toilet facilities policy for the city.
- 3.4 At Council on <u>25 August 2020</u> Councillor Main requested an update on the public conveniences closed by the Council in the last 10 years. The response showed that 10 were closed in 2015 (with six sold, one agreed for Community Asset Transfer and one sale currently being negotiated). Three further facilities are closed:
 - 3.4.1 Hunters Square was closed in 2017 at the request of Police Scotland due to anti-social behaviour;
 - 3.4.2 The Mound was closed in 2018 as extensive repair works are required to the facility;
 - 3.4.3 Middle Meadow Walk also closed in 2018. This property was not owned by the Council and is included in the Quartermile Ventures planning permission for development in this area.
- 3.5 In response, the Convener of Transport and Environment committed to asking officers to review the current status of all of the closed facilities, both in terms of the need for public conveniences and on the appropriate use of these facilities within the Council estate.

Scottish Government Guidance

3.6 The Scottish Government released <u>guidance</u> 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.

3.7 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.

Disability Discrimination Act Compliance

3.8 In addition to the risk of transmission of COVID-19 (as outlined above) many of the Council's public conveniences are not compliant with the current Disability Discrimination Act (DDA) requirements.

4. Main report

- 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 In March 2020 all public conveniences were closed as a result of the outbreak of COVID-19 in the UK.
- 4.3 Of the 21, three have been closed for longer (Hunters Square; the Mound; and Hermitage of Braid (since December 2019).

Reopening of Public Conveniences – Review of Operations

- 4.4 As reported to Committee on 6 August 2020, seven public conveniences reopened on 13 July 2020. A review of operations has shown that:
 - 4.4.1 Generally, the measures put in place are working well and the facilities are operating effectively;
 - 4.4.2 The operational plan for each facility which sets out the cleansing regime, the physical distancing arrangements and other local arrangements has been successful in managing the facilities on a daily basis;
 - 4.4.3 Staff being deployed at the facilities during opening hours has helped to maintain public safety. The attendants for the seven reopened facilities are a mixture of full time public convenience and agency staff, employed through Pertemps, as there were no volunteers from repurposing;
 - 4.4.4 Demand at the open facilities has been extremely varied, mainly based on the weather. On wet or cold days, demand has been low. It is difficult to predict usage therefore managing staffing on the basis of demand is not possible.
- 4.5 People counter sensors were installed in the seven facilities at the end of August to allow usage to be monitored. An update on usage for the facilities from installation to the end of September can be provided verbally at Committee if required.

- 4.6 Council officers and attendants have continued to monitor public urination around the Meadows, Bruntsfield Links and Portobello Beach and have worked with Police Scotland where incidents have been reported.
- 4.7 When particularly good weather has been forecast, arrangements have been put in place to extend the opening hours of the public conveniences. The ability to do this is dependent on staff agreeing to work overtime, often at short notice, so has not always been possible. The attendants in these areas indicate that the incidents of public urination has declined but not stopped entirely.
- 4.8 Signs have been installed at the facilities to ensure the they are clearly visible to the public and posters put up in park notice boards indicating where the nearest facility is located. Information on safety measures are displayed within the facilities and further information is available on the Council's website.

Measures and Investment Required to reopen other facilities now

- 4.9 As detailed in the August report, the measures and costs associated with reopening a further 10 public conveniences include:
 - 4.9.1 Adequate staffing to maintain public health;
 - 4.9.2 Legionella flushing (as the facilities have not been used for so long);
 - 4.9.3 Installation of public health signage;
 - 4.9.4 Deep cleaning of facilities; and
 - 4.9.5 Minor remedial repairs to enable the facility to reopen (e.g. installation of hand sanitiser dispensers, hand towel boxes, replacing toilet seats); and
 - 4.9.6 Internal adjustments (e.g. closing cubicles if more than one to maintain physical distancing).
- 4.10 However, for West End (Princes Street Gardens) these measures would not be sufficient to reopen the facility at the current time as appropriate physical distancing arrangements could not be maintained for queuing.
- 4.11 As outlined above, there are three facilities which cannot currently be considered for reopening:
 - 4.11.1 Hunter Square;
 - 4.11.2 Hermitage of Braid; and
 - 4.11.3 The Mound.
- 4.12 The toilets located at Hunter Square were closed in April 2017 as part of a set of measures agreed with Police Scotland to tackle antisocial and criminal behaviour in the area. The measures have worked well and there are no current plans to reopen them. Further, Edinburgh World Heritage have high level plans to include the closed toilet area within their plans for the Tron Development.

- 4.13 The public toilets at the Hermitage of Braid have been closed since December 2019 due to blocked drains. Initially the blockage was attributed to paper towels being placed in the toilets however once this was cleared further investigation revealed blockages further down the sewer system and camera investigation was requested. This has not yet been undertaken so the extent of the works and associated costs are currently unknown.
- 4.14 The toilets at the Mound are located underground and protrude into Princes Street Gardens. In 2018 the toilets were closed when sewage started leaking into the gardens due to broken drains. Survey work has been undertaken but the full extent of the problem could not be identified. Costs are expected to be significant due to the underground location within Princes Street Gardens. These toilets are male only and are not compliant with the current DDA requirements. On this basis, there is clearly a need for a cost/benefit analysis of whether this investment is prudent or whether the toilets should be closed on a more permanent basis. A decision on the closure of the toilets would need to be taken by Transport and Environment Committee at the appropriate time.
- 4.15 There are only two of the facilities which were agreed for closure in 2015 which have not yet been sold:
 - 4.15.1 Granton Square: remains unsold or unleased due to issues with its location as the facility is situated in the middle of the roundabout and title. The facility is in a low footfall area and will require substantial investment to re-open; and
 - 4.15.2 Currie: A lease was being pursued but this has fallen through. The facility will now be put up for sale.

Public Conveniences - November 2020 to March 2021

- 4.16 Committee requested an annual schedule for opening public conveniences. In normal circumstances there are 18 public conveniences open and operated by City of Edinburgh Council on a year-round basis. These facilities are maintained by a mobile team.
- 4.17 As stated in previous reports, the only way to eliminate the risk of transmission in public conveniences would be to keep all of the facilities closed. Due to COVID-19, it is not possible to maintain all of the facilities in accordance with the public health guidance, with the safety and wellbeing of staff and customers paramount without introducing additional measures (as set out in paragraph 4.9).
- 4.18 An investigation has been undertaken to identify if there are alternative measures which could be introduced and minimise the cost to the Council. These included:
 - 4.18.1 Considering moving away from staffed toilets to using 'mobile' teams who cleanse the facilities on a regular basis throughout the time the public convenience is open. Each facility would have to be risk assessed, taking into any account variation in footfall based on various factors such as day of the week, weather conditions, nearby events. As described in paragraph 4.4.4 it is difficult to staff toilets flexibly.

- 4.18.2 From a public health aspect, the Council promotes best practice which is the toilets being staffed unless there is sufficient evidence that the risk of transmission within un-staffed toilets is very low. If footfall figures show that toilets are not being used then the benefit of having these toilets open in the first place needs to be carefully considered and does that benefit out weight the risk.
- 4.18.3 Other operational methods such as employing an electrostatic 'spray' at the start of the day. Spraying the toilets at the start of the day alone would not be sufficient as the toilets would only be clean until their first use and ensuring physical distancing is maintained would not be possible.
- 4.19 It is recommended that, subject to a review of the footfall numbers, the current seven facilities remain open until the end of this financial year, with the same measures as are in place in line with the public health guidance. A further review will be undertaken in the new year on arrangements from April onwards, based on the public health guidance at the time. These will be reported to Committee if normal operating arrangements cannot be reintroduced.

Community Toilet Scheme

- 4.20 The Community Toilet Scheme was set up in 2015 and includes toilets available in over 60 Council and Edinburgh Leisure buildings and a number of local businesses across the city. Businesses that choose to participate in the scheme allow members of the public to use their toilet facilities without expecting them to make a purchase. In exchange, the Council makes an annual payment to each business of £500. In 2015 hospitality businesses were approached in the locations where ten public conveniences were being closed. At the time ten businesses (cafes and pubs) signed up to the scheme.
- 4.21 Appendix 1 shows the current status of buildings which participate in the Community Toilet Scheme.
- 4.22 Scottish Government <u>guidance</u> for the hospitality sector highlights that the management of toilet facilities during the COVID-19 pandemic presents an added challenge and is an area of increased risk, particularly in contained and narrow spaces, such as small cafes, where physical distancing is difficult. All hospitality businesses are required to collected customer contact details to support Test and Protect. It is therefore reasonable to assume that further businesses are unlikely to sign up for the Community Toilet Scheme in the near future.
- 4.23 Current businesses which participate have been contacted and most have confirmed that they would like to remain members of the scheme. However, some are currently unable to provide facilities for non-customers due to the restrictions which they have had to implement to adhere to the public health requirements arising from COVID-19. It is not expected that further businesses will be willing to sign up for the Community Toilet Scheme at this time.

Public toilet facilities strategy for Edinburgh

- 4.24 As has previously been acknowledged, the age and design of the Council's public conveniences means many are no longer fit for purpose, nor actually in the best locations for residents and visitors. A strategic plan for the development and ongoing provision of public toilets is now required.
- 4.25 Whilst not a statutory service, public toilets are generally expected wherever there are likely to be people from home or their workplace for a sustained period of time. The availability of toilets makes an area a viable place to visit for a longer period of time, in particular areas such as:
 - Premier parks, which may have play areas, a skate park, a picnic area or other features, which then need the infrastructure around to function at its best;
 - A location, such as Portobello beach or the Pentland Hills Regional Park, which wishes to promote itself as a place for higher numbers of visitors;
 - Each of Edinburgh's official town centres; and
 - Travel centres where people arrive after journeys on which facilities are typically limited.
- 4.26 An assessment of locations where toilets facilities are required in Edinburgh should be undertaken to understand the requirement. It should be acknowledged that these areas will be subject at different times to intense periods of use, and some will have extended quiet periods, and they will be expected to be open and cleaned when each user arrives. The type of location will have different features which need to be considered in what styles and amount of facilities offered.
- 4.27 The assessment may identify where current facilities should be refurbished, where facilities are no longer required or where a new building should be installed in a new location.
- 4.28 The refurbishment or installation of new facilities would provide an opportunity to introduce features that reduce the spread of viruses (e.g. non-touch flushes and taps), reduce anti-social behaviour and potentially provide additional space for productive use which will can add value in terms of either revenue or utility value of the building. The addition of space for a concession, such as a small café, could be built into one end of the toilet. This could generate income to support the service, provide a more reassuring presence at the location to prevent anti-social behaviour and potentially provide a dedicated maintenance and cleaning resource for the facilities.
- 4.29 Refurbished or new facilities should all be compliant with the current DDA requirements and there is an opportunity to include Changing Places at these locations to ensure that they are accessible for all.

- 4.30 Current public conveniences in Edinburgh all have male and female areas. Having two areas and often three with an accessible toilet, creates a significant cleaning and maintenance burden, and can lead to one area being crowded while the other is empty meaning real inefficiencies. It is recommended that new or refurbished facilities are unisex or "gender neutral" toilets to provide facilities which are easy to clean and allow easier management of physical distancing (given that all toilets would be cubicles) whilst maintaining proper privacy and dignity and are cost effective.
- 4.31 Charging for the use of toilet facilities will need to be carefully considered. Whilst introducing a charge reduces running costs and, if the access controls are in place, reduces vandalism and general misuse, there will be higher level of security standards required in and around the cash collection process. Should charging for facilities become an option than it is advised that a contactless entry approach is used as this has the benefit of being both fair for the customer and is easier to manage for the Council.

5. Next Steps

- 5.1 If Committee decides to close the seven open toilets over winter months then the Council's website needs to be updated accordingly. Officers will continue to monitor the 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.
- 5.2 If Committee agrees that the seven facilities should remain open to the end of this financial year, this report should be referred to Council for approval of the measures and the financial investment required. The opening of further public conveniences would also require Council approval due to the further costs associated with this.
- 5.3 A report will follow in Spring 2021 if public conveniences are unable to return to normal operations for the new financial year.
- 5.4 An officer will be identified to take forward the strategic assessment should this be approved.

6. Financial impact

- 6.1 The cost of reopening the seven public conveniences has been £107,653 for staffing, personal protective equipment and consumables. The cost of repairs and maintenance are not included. These additional costs could not be met from the service budget and therefore are classified and reported as a cost attributable to COVID-19.
- 6.2 If Committee were to decide to retain the opening of the seven toilets over the winter months until end of financial year, the additional cost is expected to be in the

region of £140,358 (excluding repairs and maintenance). These costs cannot be met from the service budget.

7. Stakeholder/Community Impact

- 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

8.1 None

9. Appendices

9.1 Appendix 1: Community Toilet Scheme.

Appendix 1: Community Toilet Scheme

* There is a phased approach to the re-opening of libraries, community centres and leisure facilities and access to the toilets will be reviewed when they re-open.

Premises	Address	Current status
Colinton Library	14 Thorburn Road, Edinburgh EH13 0BQ	*
Currie Library	210 Lanark Road West, EH14 5NX	*
Kirkliston Library & Local Office	16 Station Road, EH29 9BE	*
Gilmerton Library	13 Newtoft Street, EH17 8RG	*
Moredun Library	92 Moredun Park Road, EH17 7HL	*
Morningside Library	184-186 Morningside Road, Edinburgh EH10 4PU	*
Newington Library	17-21 Fountainhall Road, EH9 2LN	*
Stockbridge Library	11 Hamilton Place, Edinburgh EH3 5BA	*
Granton Library	29 Wardieburn Terrace, EH5 1DD	*
Muirhouse Library	15A Pennywell Road, EH4 4TZ	*
Central Library	7-9 George IV Bridge, EH1 1EG	*
Blackhall Library	56 Hillhouse Road, EH4 5EG	*
Piershill Library	30 Piershill Terrace, EH8 7BQ	*
Portobello Library	14 Rosefield Avenue, EH15 1AU	*
Ratho Library	6 School Wynd, Ratho, Newbridge, Midlothian EH28 8TT	*
Fountainbridge Library	137 Dundee Street, EH11 1BG	*
Oxgangs Library	343 Oxgangs Road North, EH13 9LY	*

	Gate 55, 55 Sighthill Road,	
Sighthill Library	EH11 4PB	*
Wester Hailes Library	1 West Side Plaza, EH14 2ST	*
Ainslie Park Leisure Centre	92 Pilton Drive, Edinburgh EH5 2HF	*
Braid Hills Golf Course	15 Braid Hills Approach, Edinburgh EH10 6JY	*
Carrick Knowe Golf Course	27 Glendevon Park, Edinburgh, Midlothian EH12 5UZ	*
Craigentinny Golf Course	Fillyside Road, EH7 6RG	*
Craiglockhart Leisure and Tennis Centre	177 Colinton Road, Edinburgh EH14 1BZ	*
Drumbrae Leisure Centre	30 Drum Brae Terrace, Edinburgh, Midlothian EH4 7SF	*
Edinburgh International Climbing Arena: Ratho	South Platt Hill, Newbridge EH28 8AA	*
Glenogle Swim Centre	Glenogle Road EH3 5JB	*
Gracemount Leisure Centre	22 Gracemount Drive, Edinburgh, Midlothian EH16 6RN	*
Jack Kane Sports Centre	208 Niddrie Mains Road EH16 4ND	*
Kirkliston Leisure Centre	1 Kirklands Park Street, Kirkliston EH29 9EY	*
Leith Victoria Swim Centre	Junction Place, Edinburgh, Midlothian EH6 5JA	*
Meadowbank Sports Centre	139-143 London Road, Edinburgh, Midlothian EH7 6AE	*
Meadows Tennis	Melville Drive, Edinburgh EH8 9NL	*
Meggetland Sports Complex	Meggetland Wynd, Edinburgh, City of Edinburgh EH14 1AS	*
Portobello Golf Course	Stanley Street, Edinburgh, City of Edinburgh EH15 1JJ	*

Portobello Swim Centre	57 Promenade, Edinburgh, Midlothian EH15 2BS	*
Royal Commonwealth Pool	21 Dalkeith Road, Edinburgh, Midlothian EH16 5BB	*
Silverknowes Golf Course	118 Silverknowes Road, EH4 5ET	*
Tumbles at Portobello Gymnastics and Softplay Centre	20 Westbank Street, Edinburgh EH15 1DR	*
Warrender Swim Centre	55 Thirlestane Rd EH9 1AP	*
East Neighbourhood Office and Craigmillar Library	101 Niddrie Mains Road, EH16 4DS	No access to toilets at this time
South Neighbourhood Office and Library	40 Captain's Road, Edinburgh, EH17 8QF	No access to toilets at this time
South West Neighbourhood Office	10 Westside Plaza, EH14 2ST	No access to toilets at this time
The Drumbrae Library Hub (West Neighbourhood)	81 Drum Brae Drive, EH4 7FE	No access to toilets at this time
North Neighbourhood Office	8 West Pilton Gardens, EH4 4DP	No access to toilets at this time
Royston Wardieburn Community Centre	11 Pilton Drive North, EH5 1NF	*
Drumbrae Leisure Centre	30 Drum Brae Terrace, Edinburgh, Midlothian EH4 7SF	*
City Art Centre	2 Market Street, EH1 1DE	*
Hermitage of Braid Local Nature Reserve	EH10 6JF	Closed
Craigentinny Community Centre	9 Loaning Road, EH7 6JE	*
Jack Kane Community Wing	208 Niddrie Mains Road, EH16 4ND	*

NI	T	
Northfield/Willowbrae Community Centre	10 Northfield Road, EH8 7PP	*
Royston/Wardieburn Community Centre	Pilton Drive North, EH5 1NF	*
West Pilton Neighbourhood Centre	19 West Pilton Grove, EH4 4BY	*
Gilmerton Community Centre	4 Drum Street, EH17 8QG	*
Inch Community Centre	Inch House, 225 Gilmerton Road, EH16 5UF	*
Valley Park Community Centre	37 Southhouse Road, EH17 8EU	*
Pentland Community Centre	Oxgangs Brae, EH13 9LS	*
Kirkliston Community Centre	Queensferry Road, Kirkliston, EH29 9AQ	*
Rannoch Community Centre	Rannoch Terrace, EH4 7ER	*
Nelson Hall Community Centre	5 Spittalfield Crescent, EH8 9QZ	*
Magdalene Community Education Centre	106b Magdalene Drive, EH15 3BE	*
Subway	121 B St Johns Road, EH12 7SB	Unknown
Cramond Kirk Hall	Kirk Cramond, EH4 6NS	No longer able to participate due to covid-19 restrictions
The Railway Inn	542 Lanark Road EH14 5EL	Open
CJ's	137 - 139 Dalry Road EH11 2EA	Open
Troy Café	18 - 20 Dalry Road, EH11 2BA	Open
The Bluebird Café	5 Canonmills EH3 5HA	Open
Orchard Bar	1 - 2 Howard Place, EH3 5TZ	Open
Treehouse Café	44 Leven St, EH3 9LI	Unknown

The Open Door Café	420 Morningside Road, EH10	Not able to participate, at
	5HY	this time, due to covid-19
		restrictions.



Policy and Sustainability Committee

10.00am, Tuesday, 6th October 2020

Digital and Smart City Strategy

Executive/routine Executive Wards All

Council Commitments

1. Recommendations

- 1.1 It is recommended that the Committee
 - approves the Council's Digital and Smart City Strategy;
 - endorses the governance approach and operational reporting of the implementation plan to the Corporate Leadership Team on a quarterly basis.

Stephen S. Moir

Executive Director of Resources

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Report

Digital and Smart City Strategy

2. Executive Summary

2.1 The purpose of this report is to propose the Council's Digital and Smart City Strategy for approval by the Committee.

3. Background

- 3.1 The City of Edinburgh Council's previous strategy for ICT and Digital, known as "Empowering Edinburgh" was approved in November 2013. This strategy was underpinned by more detailed implementation plans in 3 waves, through to 2015/16, which culminated in the procurement process to award our current partnership arrangements to CGI UK Limited.
- 3.2 This Strategy endorsed the focus on customer and business drivers for the technology we use and laid the foundations for the new Digital and Smart City Strategy.
- 3.3 The Digital and Smart City Strategy sets out the City of Edinburgh Council's approach to the sustainable development and delivery of technology to support the Council and enable Edinburgh to become a Smart City, covering the period 2020-2023.
- 3.4 Many of the initiatives detailed in this strategy document are already underway or have completed a first phase programme of work, such as Customer Digital Enablement. For initiatives which have still to be started, these will go through a full scoping review and business case process to understand the return on investment, both financial and non-financial and to ensure rigorous operational scrutiny.

4. Main report

4.1 This Strategy describes how we will embrace innovative technical solutions to meet rapidly evolving and changing business needs, respond to the changing shape of the organisation, provide value for money and enable us to respond to opportunities and demands for joint working with our partners.

- 4.2 The principles within this Strategy provide a framework for how our future technology services will be designed, sourced and delivered enabling us to support new, safe and secure collaborative ways of working.
- 4.3 The Strategy will support the Council in the delivery of the Council's Business Plan and the commitments within this and adopts the principles of the Edinburgh 2050 City Vision.

5. Next Steps

- 5.1 The Council will develop and maintain an implementation plan to accompany this Strategy throughout the lifetime of the document.
- 5.2 Digital Services will engage with all Services, stakeholders and partners in the preparation of this plan.

6. Financial impact

- 6.1 There is no financial impact arising from this report.
- 6.2 For initiatives which have still to be started, these initiatives will go through a full review and business case process to understand the ROI to ensure financial approval.

7. Stakeholder/Community Impact

7.1 Digital Services will work with all Services, stakeholders and partners to ensure that the technology we provide meets the needs of staff, citizens and the Smart City programme.

8. Background reading/external references

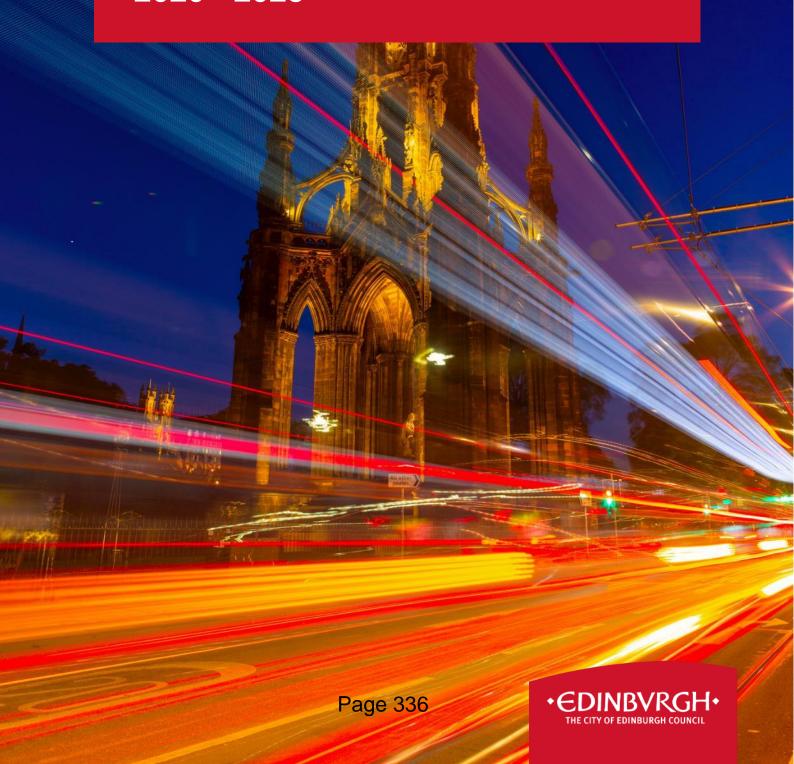
8.1 <u>Empowering Edinburgh - ICT and Digital Strategy 2013</u>

9. Appendices

9.1 Appendix 1 – Digital and Smart City Strategy 2020-2023



2020 - 2023



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Executive summary

This Strategy clearly defines how Digital Technology and Smart City Innovations can support the ambition of Edinburgh's 2050 Council Vision.

The Strategy sets out a fresh approach to the provision of services for a modern efficient local authority operating in a digital age. Increasingly, technology plays a major role in the delivery of all Council services, in the way our city operates and in the economy of the whole Council area.

Over the course of the Strategy, we will reshape our IT services and help to reshape the city with a fully integrated IoT Platform. This will enable Edinburgh to take advantage of the opportunities afforded by new and transformative technologies to become a digital Council and a world leading Smart City.



Overview

This Strategy sets out the City of Edinburgh Council's approach to the sustainable development and delivery of technology to support the Council and enable Edinburgh to become a Smart City. The strategy will cover the period 2020-2023.

Technology plays a vital role in transforming the way we work, engage with our citizens and in the operational and strategic delivery of Council services. It is a key enabler for change and improvement.

This Strategy describes how we will embrace innovative technical solutions to meet rapidly evolving and changing business needs, respond to the changing shape of the organisation, provide value for money and enable us to respond to opportunities and demands for joint working with our partners. The technologies we provide must enable our teams and staff to operate in the 21st century where technology is seen and experienced as an enabler for great service delivery, increased productivity and flexible and agile working. Using innovative technology and maximizing use of our successful solutions, will enable Edinburgh to become a leading Smart City providing benefits for our residents, visitors and businesses.

The principles within this Strategy provide a framework for how our future technology services will be designed, sourced and delivered enabling us to support new, safe and secure collaborative ways of working. The Strategy covers all aspects of Technology services including the Council's approach to National initiatives and modern digital technologies such as channel shift, cloud and mobile computing. It also covers our vision for Edinburgh as a Smart City.

The Strategy will support the Council in the delivery of the Council's Business Plan and the commitments within this

- Delivering an economy for all
- Building for a future Edinburgh
- Delivering a sustainable future
- Delivering for our children and families
- Delivering a healthier city for all ages
- Delivering a Council that works for all.

The Strategy also adopts the principles of the Edinburgh 2050 City Vision.

Vision

The City of Edinburgh Council Digital and Smart Cities Strategy is developed in line with the goals of the Council.

We will maximise the potential of digital technologies to improve outcomes and services for all our citizens, councillors, colleagues, visitors and businesses.



This approach seeks to place our technology solutions in line with the broader aspirations of the Council. It will ensure technology will become a key enabler for transformation of both the Council and the city.

In line with our enterprise reference architecture model, we will ensure that our infrastructure, systems and tools meet the needs of both customers and the wider Council. Our goal is to ensure that we:

- support the Adaption and Renewal programme
- deliver core technology services to cost and quality standards
- position data at the core of our Strategy
- comply with industry and national technology standards
- embed security within technology
- · align technology with the aspirations of services
- deliver a flexible service delivery to internal users
- share systems and information with our strategic partners to centre service delivery around the citizen
- manage budgets to focus on new and improved technology services
- develop a technology roadmap
- simplify complex systems landscape and leverage cloud and subscription services
- put in place an appropriate governance structure to serve future needs, innovation, and transformation
- better understand the needs of our customers

Principles

We recognise a number of general principles and approaches that cut across all our strategic themes and, together, these provide a core of our digital and smart cities ambition and will provide consistency of approach across our organisation that places the people and communities who use our services at the heart of our planning.

Principle	What this means for Edinburgh
Re-Use, before buy, before build	 We will leverage existing capability where appropriate, seeking to simplify the ICT estate Where customisation is required we will seek alternative solutions We will look in the marketplace for off the shelf products delivering the capability required As a last resort, perhaps as innovation we will build solutions
Focus on citizen and customer centric requirements	 We will consider the citizen or customer first Where rationalisation and simplification of the IT estate can be achieved by implemented Enterprise wide solutions we will seek to do so
Be reliable, resilient, secure and performant	 We will only consider solutions that improve service We will ensure that solutions are designed to be resilient, secure, and efficient We will gradually rationalise solutions which do not meet these criteria
Focus on the strategic over the tactical/reactionary	 We will focus on delivering new or changed capability in strategic solutions We will avoid implementing tactical solutions where possible, recognising there may sometimes be a need to do so Solution decisions logged and any technical or service debt will be maintained in an architecture risk log
Balance delivery, quality, best value and scope	We will focus on ensuring the delivery of quality solutions that offer best value and meet requirements

	We will implement solutions that fit the needs of the business and take account of the wider estate and strategy
Work within agreed standards and be compliant with legislation	We will align solutions to agreed standards, Council policies and legislation
Continuous improvement and innovation	 Improving existing systems Leveraging proven successes Embracing modern collaboration Sharing tools More accessible systems that require little to no coding knowledge Cloud computing web service platforms Artificial Intelligence, robotics and machine learning

Method of approach

This Strategy is not developed solely by the City of Edinburgh Council but takes into consideration the direction of the wider public sector and global technology landscape including:

- McClelland Review of Public Sector Infrastructure
- Local Government Digital Office
- Scottish Government Digital Directorate
- Health and Social Care Partnership
- National Cyber Security Centre
- Public Sector Cyber Resilience Framework
- Edinburgh and South East of Scotland City Region Deal
- Scottish Cities Alliance
- UK Geospatial Strategy 2020-25
- Industry and sectoral best practice.



Objectives

The objectives of this Strategy are to ensure that our approach to digital and technology will:

- be a key enabler of business
- respond proactively to the technology needs of the Council
- implement flexible and agile systems and infrastructure
- connect to and aligned with the goals of the Council
- align with the changing needs of the business
- provide excellence in customer service
- represent value for money
- promote a 'Cloud First' adoption
- ensure security and compliance
- support business transformation
- provide responsive and up to date technologies
- support innovation and Smart City technologies
- recognise the value of high-quality information to the organisation
- removes perceived friction and optimizes delivery paths
- provides alternative provisioning options.

The implementation of this Strategy will enable the Council to:

- better support new ways of working
- help transform the customer experience
- better manage, plan and direct resources where they will have the greatest impact
- transform front line services including enabling user self-service
- utilise high quality data as an asset, providing faster access to, and sharing of, data within the Council, with our customers and with partner organisations
- listen and engage with our customers to deliver the maximum business benefit from our technology.
- reduce costs and achieve savings
- maximise return on IT investment by getting the most from out systems and contracts
- provide an opportunity to:
 - improve service delivery
 - o reduce demand for ICT resource
 - standardise and streamline technology
 - o improve customer interaction e.g. self-service
 - o innovate with technology and delivery mechanisms
 - o improve data quality.

Governance

A range of governance tools will be put in place to provide assurance that the technologies we implement, and the investments made to put these in place, serve the strategic aims of the Council, the business needs of services and are in line with this Strategy. A balanced governance model will provide flexibility with optimal discipline

In addition to the implementation plan for this Strategy and its reporting requirements to Corporate Leadership Team, a Smart Cities Board will be established with relevant workstreams such as CCTV, sensor technology and connectivity associated with and reporting to it.

The Enterprise Architecture Board will be re-invigorated and:

- ensure that we have an agreed baseline architecture
- guide technology investment decisions including funding investments
- review technology standards, processes and procedures
- make recommendations for the implementation plan and future technology strategies.

Additionally, we will take forward:

- updated cloud and cyber security strategies
- clear ICT governance arrangements
- participation in national and regional programmes
- collaborative working with partners
- strategic alignment with Council goals and vision
- opportunities for innovation.

All proposed changes, projects and programmes must have an associated business case and the appropriate funding available to implement and maintain the change through the likely lifetime of the proposed solution. Investment will be related to individual projects or programmes and provided by the Service responsible for the change.

Standards

Performance management

We plan to measure performance to improve our service both strategically and operationally

Our primary metrics will be:

- incident response and resolution
- customer satisfaction/feedback
- critical business service availability monthly statistics for availability of our core applications and systems
- service desk performance tracking.

We will deliver success by:

- agreeing operational performance priorities with the relevant partners and meeting those priorities
- ensuring good governance through the enterprise architecture framework
- providing a vision for technology that is aligned to our business
- promoting continuous improvement and innovation in technology.

Service management

We will focus on transforming our service provision to better meet the changing requirement of the organisation and a modern workforce.

We will deliver good service management by providing:

- an online catalogue of our services and hardware to provide transparency and clearer pathways to customer choice
- improved contract management with our suppliers
- improved performance measures and management
- develop opportunities to channel shift our internal customers to self-service options through the portals.

Using the industry standard Information Technology Infrastructure Library (ITIL) set of practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business approach, we will continue to deliver:

- service delivery and customer satisfaction through standardised offerings
- reduced costs of service delivery though improved resource utilisation
- greater transparency of ICT costs and assets through a Cloud based business model
- improved management of business risk and service disruption or failure
- a stable service environment to support continuous business change.

We will continuously improve service and reduce failure demand. Through a combination of investment, feedback from our customers and good business intelligence we will consistently redesign and improve the services we deliver.

Change management

We will apply a blended approach to project change management which will bring together the best elements of the Prince2 and Agile methodologies.

This provides us the flexibility to apply more formal management approaches for projects with clearly defined goals and outcomes, with the complimentary option to adopt more agile approaches for projects that will deliver incrementally through short development cycles -known as "sprints".

Change requests will be assessed and coordinated through a joint change review board. The board will check that requests have a supporting business case and align to our enterprise reference architectural principles and technology roadmap. Project deliveries will be prioritised based on business value and captured in a Single Programme of Work which will ensure the changes are well communicated and dependencies are carefully managed. The change process will include options to fast-track legislative and emergency requests.

Our primary metrics will be:

- alignment of technology investments to the business
- project/programme management providing data on the open, completed, cancelled and pipeline projects including how well we are meeting timescales and budgets
- single Programme of Work to ensure projects are strategically aligned, well communicated, and are delivered on time and within budget
- simple and complex change performance metrics including change backlogs, delivery on time, value-for-money and customer satisfaction.

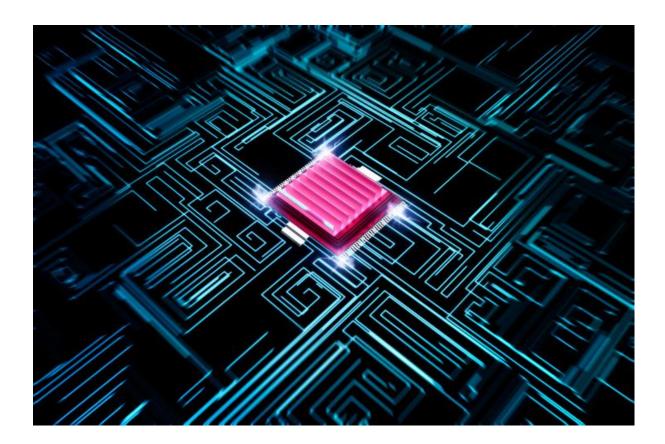
We will deliver success by:

- managing projects and priorities consistently
- ensuring good governance through the change, project and programme boards
- effective management of project risks and plans, and regular highlight reporting
- application of project quality gates to evaluate, authorise, and monitor projects as they pass through the project lifecycle
- leveraging experience through post project lessons-learned reviews, for subsequent projects
- providing a vision for technology that is aligned to our business.

Core technology and platforms

Our core platforms, systems, hardware, and devices must be fit for purpose. We will seek to implement a flexible security model using a 'risk aware not risk averse' approach whilst maintaining compliance with NCSC security and data protection requirements. We will:

- implement a Cloud First approach to technology change
- move 'mobile and flexible' from an option to standard and explore opportunities for improved flexible working options e.g. thin client delivery
- increase opportunities to support use your own device (UYOD) for staff
- exploit the potential of MS Teams for collaboration opportunities
- maximise the potential of the MS365 platform for low code Council-based innovation and development (Digital and power user-based) - develop 'patterns' for use cases
- maximise potential of MS365 to support learning and teaching operationally, in delivery of curriculum, engagement with parents/carers and strengthening of wider community links.



Business solutions

As well as changes to our infrastructure and the way we transform the business, we need to position our line of business systems to be an engine for change. This will mean:

- ensuring that the systems are fit for purpose
- ensuring that the data we hold is the data which we need and is accurate and up to date
- developing system and staff capability to be responsive to changing business needs
- rationalising our application portfolio wherever practical to reduce datasets, costs and improve sharing of data across the organisation
- using the data we have as an asset to inform business decisions
- using analysis and prediction techniques to turn data into information and then knowledge
- focusing on good quality management information available instantly as required
- keeping pace with technological trends and taking advantage of them
- moving away from solely having large-scale, high-cost, high-maintenance database applications embracing more agile and customer focused apps to support improved digital engagement with our citizens
- using open industry standards where possible. Open standards prevent over reliance on single software vendors and other artificial barriers to interoperability between systems. They also promote choice between vendors and technology solutions and can reduce operating costs.
- using EA standards and principles as benchmarks for existing and new systems
- adopt the approach of reuse before buy before build for new system requests
- introducing self-service systems with flexibility for user driven administration.



Cloud

Over the next few years we will move many of our systems and technology services to the 'cloud' where it is appropriate and cost effective to do so. Cloud computing is the concept of delivering technology services, business systems and back office applications using servers and hardware that are not based in the Council and is at the core of our technology transformation.

Cloud base computing services offer several benefits to the Council and supports the transformation of our business and the changing way we work. The use of cloud services will help us to:

- be environmentally sustainable
- operate efficiently and cost-effectively
- be flexible and responsive
- decrease delivery time
- reduce risk
- increase resilience
- strengthen cyber security.



Over the course of this Strategy, we will prepare and implement a 'cloud migration strategy' to support our own business needs and aligning with the Scottish Government Cloud First approach.

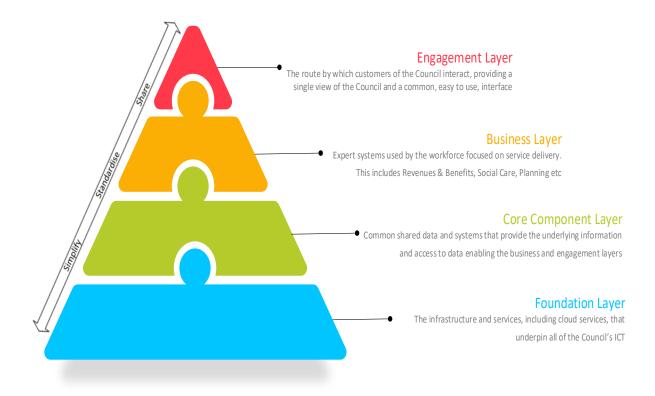
Enterprise reference architecture

At the heart of this Strategy is a business reference architecture that lays out the fundamental design of the Council's Digital Services going forward.

Our architecture can be defined in four layers - foundation infrastructure, core components, business solutions and engagement layer. Each of the four layers is vitally important to the Council achieving an accessible, scalable, flexible and functional architecture at a minimised cost of ownership.

The approach acknowledges the need to:

- share the infrastructure, making it easier to scale and be flexible
- standardise the components and business applications, making it easier to operate
- **simplify** the engagement layer, making it easier for customers to interact.



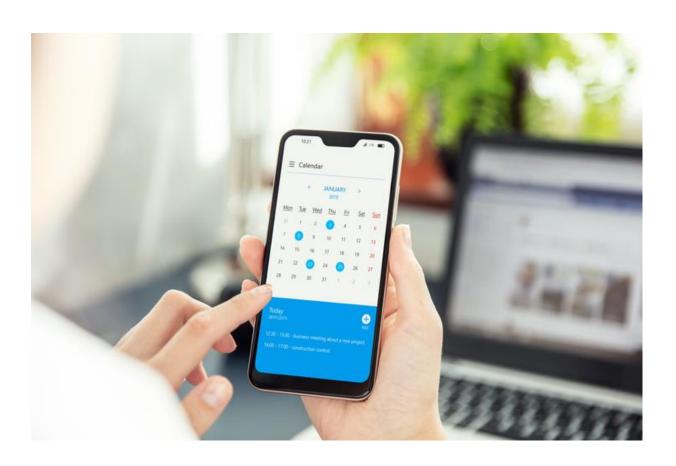
Paperless strategy

The Council has already embarked on an ambitious strategy to become paperless. To date this has involved:

- reducing the use of colour printing ink in copiers and copier usage in general
- reducing the amount of paper used across the Council in all its forms
- reducing the storage space required for legacy and future paper documents
- reducing the cost of processing transactional print items such a letters and forms
- identifying Lean and automation opportunities and developing and deploy them while promoting digital processes rather than paper-based ones
- ensuring that we are as cost effective and efficient as possible and consider using recycled paper when permitted.

The future goal of this project is to establish a digital mail room which will:

- improve delivery time of mail to staff
- reduce storage
- reduce transport and carbon emissions
- · support flexible ways of working
- support electronic document management.



Security

We will ensure that the Council infrastructure is secure and resilient ensuring that continuity of services is maintained using appropriate technical measures to protect our network and the data we hold in our systems.

The security challenges we face are increasing and ever changing. As well as more documented attack routes such as virus or ransom ware, other challenges are emerging. Our increased use of multiple and remote devices creates a challenge to protecting this as our increased use of systems and who accesses them increases the attack surface for those wishing to compromise our security.

We will:

- ensure we follow current NCSC guidelines, including NCSC 10 steps to Cyber Security
- ensure compliance with the Cyber Resilience Framework, CE+ and PSN
- improve our cyber defenses eg phishing, network access control, data loss prevention implementation of all NCSC active cyber defense tools
- enhance password policy
- · gain all required accreditations
- upgrade/remove legacy applications
- implement a framework to manage shadow IT
- move the onus on patching to vendor/contract by moving services to the cloud
- review opportunities for thin client delivery to improve security
- provide a comprehensive security training and awareness platform for all staff to help detect, deter and defend against cyber threats
- work with partners across the public sector through participation in the Cyber Security Information Sharing Partnership (CISP) and the Scottish Local Authority Information Security Group (SLAISG)
- maintain and develop cyber risk management framework
- develop a comprehensive communication plan for cyber security.



Customer digital engagement

The people and communities who engage with us to receive services or information from a broad group that includes citizens, learners, external and third sector partners, communities, businesses, and visitors.

Historically, many of our customers have chosen traditional engagement routes with the Council. However new technologies now give us the opportunity to provide them with online choices and 24/7 digital access to public services.

We aim to ensure that our services are:

- digital by default we will implement a digital approach to the delivery of services and the way that we work and learn
- mobile first we will give priority to ensuring that services can be delivered through mobile technologies
- channel shift continually develop channel shift opportunities to maximise the proportion of digital transactions and reduce wherever possible the need for faceto-face (F2F) transactions
- citizen centric we will put citizens at the centre of what we do by engaging them in the design and delivery of services so that the outcomes delivered are the ones that really matter to them.

During the term of this Strategy, we will focus on customer data quality and move from holding data, through holding information to recognising that we are holding knowledge. We will also look at the way our customer accounts work to ensure that digitally transacting with us is more streamlined and the first choice for our citizens.

Though the Customer Digital Engagement programme we will look to create a single view of our customers to better model and shape our services and provide more targeted support to those citizens who need it most.

This will:

- provide a 'golden record' across our customer-based business systems using the UPRN and UCRN as key identifiers
- be a single source of the truth on the customer and the services they consume
- enable personalised and localised services to be delivered
- support pro-active grouping of services around user needs.

Data as an asset

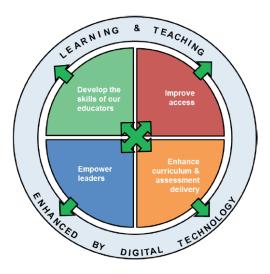
Our data is an asset that is of value to the organisation and our partners and needs to be managed accordingly. Through better use of systems, we will ensure that our data is:

- easier to identify and find
- managed consistently across the organisation
- transferrable into information to support our evidence-based decision making
- support the work of our localities
- stored once and defined by effective metadata and information governance frameworks/rules
- structured to support a single view of the customer
- subject to constant analysis and review cycle to ensure effectiveness data management and governance (IGU)
- ensure our data is used and shared ethically
- open data where possible and capable of exploiting Smart City Data
- exploitable by AI in generating potential automations, additional intelligence, security heuristics etc.

We will work with services to improve the tools that enable a Council-wide approach to business intelligence to enhance services and digital engagement with our customers and our communities. We will also highlight the benefits of sharing open data and its use to help model and shape our services and our city.

Digital Learning

The City of Edinburgh Council supports and promotes the appropriate and effective use of digital technology within education to give all City of Edinburgh learners the opportunity to improve their educational outcomes and to develop digital skills that will be vital for life, learning and work in an increasingly digital world. This approach will ensure we complement the existing work on Digital Learning and support the Edinburgh Learns Strategy.



In order to realise our vision, partners at both a national and local level will work together to achieve all four of the following essential and interrelated objectives that are central to successful digital learning, teaching and assessment:

- develop the skills and confidence of educators in the appropriate and effective use of digital technology to support learning and teaching
- improve access to digital technology for all learners
- ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery
- empower leaders of change to drive innovation and investment in digital technology for learning and teaching.



Digital skills

The growth of consumer technology has created a new era in digital where many consumers expect 24/7 access to services online, and access to social media to engage with organisations. Consumer expectations will continue to radically change the ways in which we work and the work that we do.

The expansion of consumer technology has also increased the need for consumers to develop confidence in their own digital literacies and cyber resilience skills. In order that our customers engage digitally with the Council they must first feel confident and empowered to do so.

To be the Digital Council we aspire to be we will need different skills and knowledge.

We will need:

Council

- leaders who understand the value our technology adds to the organisation
- leaders who develop digital skills in order to become digital leaders
- a digitally skilled workforce who engage with professional development to further build and enhance digital skills.

Customers

- citizens who feel confident in their digital skills and secure in their ability to promote their own cyber resilience
- citizens who engage with Smart City and Digital Council initiatives providing feedback that helps to shape future improvements.

Schools and Lifelong learning

- learners who engage with opportunities to develop their digital literacies
- learners who develop their understanding of their own cyber resilience to be safe and secure when using digital tools.
- learners who have digital skills for life, learning and work. Skills that will empower them to become the digital citizens and workforce of the future
- teachers who utilize digital tools to support their working, develop high-quality teaching and effective assessment methods.

We will do this by:

Council

- designing services and support capabilities that deliver digital inclusion for all our citizens
- embracing social media as a tool for engagement and communication both internally and externally

- developing our employees to be comfortable with the technologies we use to deliver service
- providing and promoting e-learning to enhance digital skills.

Customers

- provide and sign-post a wide range of digital support tools and materials
- provide adult learning opportunities using e-learning opportunities
- deliver digital inclusion learning opportunities for citizens via our libraries.

Schools and Lifelong learning

- supporting schools and early years to access and deliver a 21st century educational experience
- empowering school leaders to drive innovative changes within their setting
- providing professional learning opportunities for staff and ensuring equity of access to such opportunities by embracing e-learning
- providing up to date infrastructure, hardware, and software to ensure learning to enable learning that provides the best future life chances for all learners
- focusing on STEAM subjects to ensure learners are prepared with a digital toolset fit for future life and workspace
- embracing our core platform MS365 to ensure continuity of resources, allow networking between settings and safe interactions with external partners.



Digital inclusion

Digital inclusion is about ensuring the benefits of the internet and digital technologies are available to everyone. This is important not only to ensure that citizens can access Council services, but also to support the Council's central priorities of reducing poverty and improving well-being. The work of the Edinburgh Poverty Commission, for instance, describes how lack of access to appropriate equipment or skills is a significant barrier to people's ability to escape from poverty. Digital exclusion results in higher living costs, and limits opportunities to find employment, access benefits or connect with support networks.

People can be digitally excluded for several reasons. Some may be excluded due to lack of access to resource, others may have literacy or numeracy challenges whilst a number may also be excluded due to age. Those that are excluded from digital technologies may lack skills, confidence and motivation. These factors can be compounded by a lack of access to resources. Our aim is to ensure that no-one is left behind digitally, and detailed planning will take place to turn this aim into reality. The detailed plans for all initiatives will accompany this document once concluded.

Our aim is to provide our citizens with access to digital connectivity and that we can provide support for our citizens to gain digital skills and the confidence to use them. We will:

- ensure connectivity is available in our community spaces including libraries, schools and early years settings
- ensure citizens can access resources within our libraries
- ensure citizens can access learning opportunities to further their digital skills and cyber resilience abilities
- ensure that digital literacies are embedded into all aspects of the curriculum
- foster positive relationships between families and early years settings/schools allowing for support opportunities to be identified
- provide equity of access to digital resources for all learners in schools.
- ensure low cost affordable broadband is available for Council tenants
- work with third sector partners to promote access to affordable digital equipment
- ensure that citizens on low incomes are involved in the design and development of digital services that matter to them.

Smart Cities

What is a Smart City?

A smart city is an <u>urban area</u> that uses different types of Internet of Things (IoT) sensors to collect data then use insights gained from this to manage assets, resources and services efficiently, in return using that data to better improve the operations across the city. Our vision for a smart city is the application of data and technology to increase efficiency, minimise costs and enhance convenience.

Our aim for Edinburgh

Our aim for Edinburgh is to:

- make the city more livable, workable and sustainable
- have world class connectivity
- manage the city resources as effectively and intelligently as possible
- deliver world-class citizen-centric city services
- underpin a continuous process of reinvention, transformation and creativity
- support economic development and long-term prosperity
- improve resilience
- empower citizens to become Smart/Digital Citizens
- empower our Smart/Digital Citizens of the future.



For Edinburgh this will include:

- connectivity 5G and FTTP
- sensor technology, IoT, AI
- smart parking and EV charging
- wearable and mobile tech
- · smart public transport
- city Wi-Fi
- smart energy
- health and social care
- smart citizens
- DDI
- conversational platforms
- GPS/GLONASS and location analytics
- greater citizen engagement.

Smart City operations centre - the future now

Smart City operations can be solutioned through multiple layers in different timescales - utilising and extending existing capability that the Council has already invested in and introducing new capability including:

- citizens, staff and visitor "sensors" via your customer channels solutions
- smart infrastructure and buildings via IOT connected network(S)
- CCTV and traffic management at the core
- physical location with optimal connectivity
- integration, analytics and alerting.

We will review our Smart City capability and create a portfolio of smart city projects that balances short-term versus long-term impact, risks, investment and social value, and establishes key strategic outcomes. As part of the work of the board, we will:

- develop a structured innovation management framework and innovation toolkit that builds on best practice from a broad range of relevant sectors
- work with 3rd party telecoms providers to exploit the connectivity available to us
- adopt and support the development of relevant Scottish UK and international Smart Cities actions and standards to build trust and confidence, ensure interoperability, and provide shared frameworks for city transformation plans
- develop governance to ensure a well-integrated smart city approach and coordinated governance of critical elements associated with portfolio, data and information management, cybersecurity, procurement, ethics and privacy
- connect and share smart city knowledge, learning and assets
- introduce incubator projects at low cost to pilot tech benefits to solve real world problems

Innovation

Innovation is about addressing problems in new and original ways that better meet the needs of customers. Many developments in both the systems we use and in Smart Cities technology are experienced as innovation, having a disruptive impact on how services have previously been experienced or delivered; both positive and negative. For the Council to match stakeholder expectations and realise benefits for them, it is recognised that time and resources must be dedicated to innovation, in proportion to the resources available.

The Council sees two forms of innovation driving empowerment:

- **un-proven:** The first focuses on new 'unproven' technology, where the Council would be an early adopter
- **proven:** The second is the adoption of new, or re-use of existing, proven technologies by the Council. This approach will be supported through a business case approach.

Both approaches will be supported as appropriate to the technology and the solution. We will promote an understanding of new products, process, services or technologies that are emerging in the market, both locally and globally as well as from SMEs and well-established providers.

We will:

- support an innovative culture across the Council
- enable third parties to pitch innovative concepts to the Council following procurement guidelines
- provide a structured mechanism for the Council to explore and manage its technology innovation portfolio
- encourage cross-departmental re-use and sharing of systems/resources.

Technology sustainability

The City of Edinburgh Council has set an ambitious city-wide target to become carbon neutral by 2030.

Digital Services and our delivery partners for technology and Smart Cities are committed to contributing to this target in several ways including reducing:

- energy use
- carbon emissions
- the amount of waste generated
- the effects of climate change.

To date, we have:

- reduced carbon emissions by implementing an automatic shutdown of PCs in pilot areas across the Council in the evenings and over weekends
- installed multi-function devices to replace printers and copiers across the Council
- chosen technology solutions with virtualisation of servers or cloud hosting where
 possible to promote better value, save energy and reduce heat output and
 comply with the European Code of Conduct for the operation of data centres
 energy efficiency
- disposed of hardware responsibly and in accordance with the waste electrical and electronic equipment (WEEE) Directive and recycled equipment where possible
- extended the lifecycle of PCs and other hardware assets to take advantage of both cost savings and reducing waste
- implemented home/remote working solutions that reduce travel between sites and between home and work.

Over the coming years, we will:

- ensure that greater significance is placed on choosing energy saving devices when choosing new equipment
- choose cloud-based solutions utilising best practice in sustainability
- further investigate automatic shutdown and startup of equipment using software tools
- promote electronic records to minimise unnecessary printing
- work with Services to help reduce carbon emissions wherever possible
- ensure carbon neutrality is embedded in our contracts
- support mobile and flexible working to reduce our carbon footprint.

Strategy delivery and implementation

This Strategy is a three-year plan running from 2020 to 2023.

An implementation plan will be prepared to support the Strategy and will be reviewed and refreshed quarterly to ensure that all projects are included and that targets are being met. This plan will show:

- where projects have been completed
- the status of ongoing projects
- reasons for delays or cancellations for projects.

The initial implementation plan will be reported to Corporate Leadership (CLT) with quarterly updates on progress also reported to CLT.

Appendix A – Technology standards

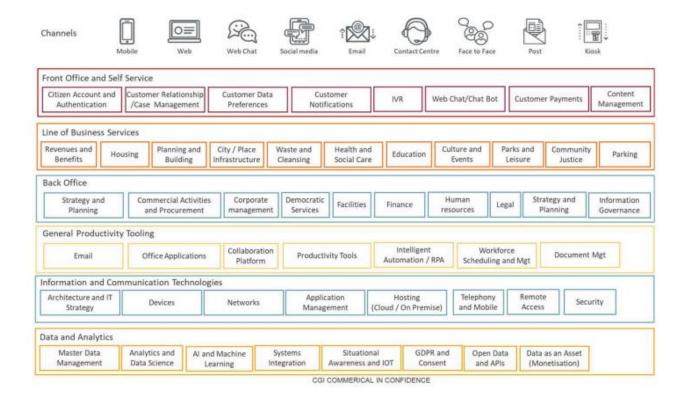
Example of technology standards roadmap



Appendix B – Technology roadmap

TIMESCALE	2020/21	By Sept 2021	By March 2022	2022/23	Beyond 2023
Cloud Migration	Consultancy Cloud migration Strategy and pilots	Phase One Migration	Continued migration work	Review final moves to Cloud	Minimum on premise
Mobile/Flexible Working	M365 app adoption SharePoint migration VPN review WVD pilot	Mobile/Flexible Strategy UYOD Mobile Social Work	Review thin client delivery options	Procurement of solution to support flexible working	New solution in place
Architecture	Application Currency Review Shared app database MDM migration	Commence application consolidation Smart Cities	Data used for modelling services Streamline network services	Standardised toolset	Streamlined Application Set
Governance	EADA Change Board Digital Strategy Group	Shadow IT review	Reflect National Picture	Governance Review	Digital Strategy Review
Innovation	Tele Health/Care Smart Cities PowerApp pilots	Employee Portal Self Service Al	Smart Cities DDI	Increased automation	Continued Innovation
Technology & Infrastructure	Tablet/ Smartphone offerings	On premise Review Digital Learning	Device Review WAN Review	Device Refresh	Full estate review

Appendix C – Local Government Reference Architecture





Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Employee Exit Arrangements

Executive/routine
Wards
Council Commitments

Executive

1. Recommendations

- 1.1. It is recommended that the Policy and Sustainability Committee approves the introduction of an exit cap of £95,000 for all City of Edinburgh Council employees leaving the organisation, noting this to be in accordance with best value principles that the Scottish Government have put in place.
- 1.2. The following elements would be included in the £95,000 exit cap:
 - Lump sum payments due under Voluntary Redundancy (VR) exits;
 - Lump sum payments due under Voluntary Early Release Arrangements (VERA) exits which remain capped at £30,000;
 - Discretionary payments made by the Council to the pension scheme to either top up pension, or underwrite actuarial reduction, to allow early access to pension benefits;
 - Any Payment in Lieu of Notice (PILON); and,
 - Payments for accrued but untaken annual leave.

Stephen S. Moir

Executive Director of Resources

Contact: Katy Miller, Head of Human Resources

Human Resources Division, Resources Directorate

E-mail: katy.miller@edinburgh.gov.uk | Tel: 0131 469 5522



Report

2. Executive Summary

- 2.1 This report considers the Council's current exit arrangements with reference to the Scottish Government's recent reforms on exit payments in the public sector, including the introduction of an exit cap of £95,000 for certain devolved public sector organisations. Whilst there is no obligation on Local Authorities to introduce an exit cap, it would be consistent with current best practice in the public sector in Scotland and reflects best value for money.
- 2.2 The Council's employee exit arrangements, which will be subject to the cap, include lump sum payments for Voluntary Redundancy (VR), Voluntary Early Release Arrangement (VERA), capped at £30,000 discretionary payments made by the Council to any local government pension schemes, Payment in Lieu of Notice (PILON) and any payments due for accrued but untaken annual leave.
- 2.3 That this cap is introduced for all Council employees (including Local Government employees, craft employees, Chief Officials and Teachers).

3. Background

- 3.1 In June 2019, the Scottish Government wrote to devolved public sector administrations confirming non-legislative reform to exit arrangements for organisations covered by the Scottish Public Finance Manual (SPFM).
- 3.2 Although Local Authorities are not covered by the SPFM, the Scottish Government indicated that its intention was to encourage Local Authorities to undertake their own review to tighten up the governance of exit arrangements so that there is consistent good practice across the public sector in Scotland.
- 3.3 The recommendation within this paper is consistent with current best practice in the public sector in Scotland and reflects best value for money.

4. Main report

4.1 In 2017, the Scottish Government undertook consultation on exit payments in the devolved public sector. Following this, in June 2019, the Scottish Government wrote to devolved public sector administrations confirming non-legislative reform to exit payments for organisations covered by the SPFM.

- 4.2 Although Local Authorities are not covered by the SPFM, the Scottish Government indicated that its intention was to encourage them to undertake their own review to tighten up the governance of exit arrangements so that there is consistent good practice across the public sector in Scotland.
- 4.3 It is recommended that the Council introduces an immediate exit cap of £95,000 (excepting in circumstances where formal consultation has already commenced).
- 4.4 It is recommended that the exit payment cap applies to all categories of Council employees leaving the organisation (including Local Government Employees, craft employees, Chief Officials and Teachers).
- 4.5 The Council's employee exit arrangements, which will be subject to the cap, include:
 - Lump sum payments for Voluntary Redundancy (VR)
 - Voluntary Early Release Arrangement (capped at £30,000)
 - Discretionary payments made by CEC to any local government pension schemes, and,
 - Payment in Lieu of Notice (PILON) and any payments due for accrued but untaken annual leave.
- 4.6 It is noted that the following elements are excluded from the cap:
 - Pension benefits to which the employees are already entitled;
 - Mandatory payments made by the Council to any pension scheme to either top up or underwrite the actuarial reduction to allow early access to pension benefits (pension strain costs); and,
 - Awards made by a Court.
- 4.7 It is noted that by a decision of the Finance and Resources Committee on 17 March 2016, a one-year time bar, from the date of leaving, remains in place before reengagement, or re-employment, of former employees who have left the Council via VERA or VR.

5. Next Steps

5.1 Subject to the approval of the Policy and Sustainability Committee, the relevant recommendations will immediately be incorporated into all existing managing change policy documentation, together with appropriate communication to Council employees.

6. Financial impact

6.1 The recommendations are consistent with SPFM good practice and represent public sector best value.

7. Stakeholder/Community Impact

7.1 Any changes immediately agreed by the Policy and Sustainability Committee will be fully communicated to employees.

8. Background reading/external references

8.1 Councils Managing Change Policy.

Appendices

9.1 Appendix 1: Integrated Impact Assessment.

Policy and Sustainability Committee

10.00am, Tuesday 6 October 2020

Enterprise Risk Management Policy

Item number
Executive/routine
Wards

Council Commitments

Executive

1. Recommendations

- 1.1 The Committee is requested to review and approve the Council's updated Enterprise Risk Management Policy as set out in Appendix 1 to this report.
- 1.2 refers the report to the Governance, Risk and Best Value (GRBV) Committee for consideration; and,
- 1.3 notes that training on the Enterprise Risk Management Policy together with the Council's Risk Appetite Statement and the refreshed operational risk management framework will be provided for elected members after the GRBV committee meeting on 3rd November 2020.

Stephen S. Moir

Executive Director of Resources

Contact: Lesley Newdall, Senior Audit and Risk Manager

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Report

Enterprise Risk Management Policy

2. Executive Summary

- 2.1 The purpose of this paper is to present the Council's refreshed Enterprise Risk Management Policy (the Policy) to the Committee for review and approval.
- 2.2 The Policy describes the Council's overarching risk management approach and is supported by a more granular operational risk management framework that describes how the policy will be applied by all Council directorates and divisions to ensure that the Council is adequately protected (where possible) from the adverse impacts of unexpected events.
- 2.3 The Policy has been refreshed to reflect the outcomes of the 2019/20 Risk Management internal audit performed by External Audit that was scrutinised by the Governance, Risk, and Best Value (GRBV) Committee in August 2020, and is also fully aligned with the proposed operational risk management arrangements that will be presented to GRBV at their meeting on 3 November 2020.
- 2.4 This Policy supersedes the existing policy dated August 2018.

3. Background

- 3.1 To support achievement of the Council's objectives, it is important to ensure that the risks associated with strategic and operational decisions are consistently and explicitly considered and recorded, and that all known current and future risks associated with ongoing operational activities are consistently and effectively identified; recorded; assessed; and appropriately mitigated and managed in line with the Council's risk appetite.
- 3.2 The objective of an Enterprise Risk Management Policy (ERMP) is to support this process by establishing a structured organisational risk management approach that supports the Council in making and recording effective risk based strategic and operational decisions.
- 3.3 Establishing an ERMP also helps to ensure that risk is considered as part of ongoing business operations, and that the Council's employees; assets; and reputation are protected (where possible) from the negative risk impacts associated

- with planned and unplanned events, whilst also identifying any opportunities for improvement.
- 3.4 Risk management in public sector organisations is not a statutory requirement, and is not supported by any relevant legislation. It is, however, central to good governance and organisational culture, and is fundamentally about better business management as it provides assurance that appropriate decisions and actions are being taken and/or implemented by employees with relevant authority and accountability in a considered and consistent manner.
- 3.5 The Chartered Institute of Public Finance and Accountancy (CIPFA) also notes that the discipline of risk management promotes innovation in support of strategic objectives and service delivery; opening the door to the possibility of taking risks to achieve positive outcomes.
- 3.6 Consequently, good risk management should be an embedded component of both decision making and ongoing service delivery across the Council; should not be viewed negatively; and should not be performed as a separate standalone or retrospective activity.
- 3.7 As risk management is not a statutory or legislative requirement it is the Council's responsibility to determine its risk appetite, and design implement its own risk ERMP and supporting framework.
- 3.8 When refreshing the Council Policy, good practice has been considered and incorporated (where relevant) from a number of sources, including the risk management guidance included in the Scottish Government's Public Finance Manual; CIPFA; the International Organisation for Standardisation's ISO31000 Risk Management Guidelines; the Institute of Risk Management; and other public bodies.
- 3.9 The Council has adopted the Institute of Internal Auditors Three Lines model to support the operation of its risk management framework, with first line divisions and directorates responsible for identifying; assessing; recording; addressing; and escalating risks (where required) associated with decision making and ongoing service delivery. First line teams are supported by the second line Corporate Risk Management team who are responsible for maintaining the Policy; the supporting operational risk management framework; providing ongoing oversight and challenge in a 'constructive critical friend' capacity; and driving a positive risk culture through delivery of ongoing training and engagement. Independent assurance on the design and effective application of risk management policies and frameworks across the Council is provided by Internal Audit (IA).
- 3.10 The current Policy is dated August 2018, and was reviewed and confirmed as remaining fit for purpose by the Committee in October 2019.

4. Main report

- 4.1 The refreshed Policy set out in Appendix 1 reflects the outcomes of the 2019/20 Risk Management internal audit performed by Scott Moncrieff that was scrutinised by the Governance, Risk, and Best Value (GRBV) Committee in August 2020, and is aligned with the proposed operational risk management framework arrangements that will be presented to GRBV at their meeting on 3 November 2020.
- 4.2 The Policy sets out how risk management should be performed across the Council, and includes the requirement to consider project delivery risks, and any risks associated with partnership or contractual arrangements that could potentially affect the Council.
- 4.3 The Policy confirms that all employees have a role to play in ensuring that risks are identified; assessed; recorded; addressed; and escalated (where appropriate), and outlines key first, second, and third line risk management roles and responsibilities, including those of senior management.
- 4.4 The policy will be implemented in line with the Council's agreed risk appetite which sets out the amount of risk that the Council is prepared to accept.

5. Next Steps

5.1 Once approved by the Committee, the Policy will be shared and communicated across the Council, with the refreshed version published on the policy register maintained on the Council's website.

6. Financial impact

6.1 There are no direct financial implications associated with the Policy, although there may be costs associated with implementing controls to mitigate risks and/or failing to mitigate risks.

7. Stakeholder/Community Impact

7.1 Implementation and consistent and effective application of the Policy will help to ensure that Council's employees; assets; and reputation are protected (where possible) from the negative risk impacts associated with planned and unplanned events, whilst identifying opportunities for improvement.

8. Background reading/external references

- 8.1 ISO31000 Risk Management Guidelines
- 8.2 Institute of Risk Management
- 8.3 Management of Risk

- 8.4 <u>CIPFA</u>
- 8.5 Scottish Government Scottish Public Finance Manual

9. Appendices

9.1 Appendix 1 – Enterprise Risk Management Policy

Enterprise Risk Management Policy

Implementation date: 6 October 2020

Control schedule

Version control

Approved by Policy and Sustainability Committee

Approval Date 6 October 2020

Senior Responsible Officer Stephen Moir, Executive Director of Resources,

Nick Smith, Head of Legal and Risk

Author Lesley Newdall, Senior Audit and Risk Manager

Scheduled for review October 2021

Version control

Version	Date	Author	Comment
0.1	December 2016	Duncan Harwood, Chief Risk Officer	
0.2	7 August 2018	Duncan Harwood, Chief Risk Officer	
0.3	6 October 2020	Lesley Newdall, Senior Audit and Risk Manager	

Subsequent committee decisions affecting this policy

Date	Committee	Link to report	Link to minute
7 Aug 2018	Corporate Policy and Strategy Committee	Report	Meeting Minute
1 October 2019	Policy and Sustainability Committee	Business Bulletin	Meeting Minute

Enterprise Risk Management Policy

Policy statement

- 1.1 The Council's vision, aims and outcomes are outlined in the Programme for the Capital City of Edinburgh Business Plan 2017–22 and are described as having a vibrant city; a city of opportunity; a resilient city; a forward looking Council; and an empowering Council.
- 1.2 To ensure that these objectives are achieved, it is important to that the risks associated with strategic and operational decisions are consistently and explicitly considered and recorded, and that all known current and future risks associated with ongoing service delivery are consistently and effectively identified; recorded; assessed; and appropriately mitigated and managed in line with the Council's risk appetite.
- 1.3 The objective of this Enterprise Risk Management Policy (the Policy) is to support achievement of the Council's objectives by establishing a structured organisational risk management approach that supports all Council areas in making and recording effective risk based strategic and operational decisions.
- 1.4 The Policy also aims to ensure that risk is considered as part of ongoing service delivery and that the Council's people; assets; finances; and reputation; are protected from the negative risk impacts associated with planned and unplanned events, whilst identifying opportunities for any improvement.
- 1.5 The Council delivers a range of services, under a variety of legislation, for the benefit of the people of Edinburgh. The operating environment is complex and changeable, and the Council's performance is regularly and closely scrutinised.
- 1.6 Risk management is fundamentally about better business management, and should be an embedded component of both decision making and ongoing service delivery, and not regarded or performed as a separate standalone or retrospective activity.
- 1.7 The Policy is supported by an established operational risk management framework (the Framework) that includes this Policy and supporting procedures; guidance; risk management software; structures; meetings; templates; training and education; and communications relating to risk management within the Council.

- 2.1 'Enterprise Risk Management' describes the consideration of, and management of, risk across all Council decisions and activities, and this Policy describes the Council's enterprise risk management approach. Consequently, Directorate and Divisional risk management arrangements, and risk management arrangements described in other Council policies should be aligned with this Policy to the fullest extent possible.
- 2.2 This Policy applies to all Council employees. When working collaboratively in partnership or under contracts with third parties, appropriate risk management arrangements must be agreed, established, and understood.
- 2.3 The Council's arms-length external organisations (ALEOs) are responsible for ongoing management of risk within their organisations and are expected to have established their own appropriate risk management arrangements.
- 2.4 This Policy does not replace any statutory risk management or reporting requirements.

Definitions

In this document the following terms and definitions are used:

- 3.1 **Action** a planned measure that is intended to reduce the <u>Likelihood</u> and/or <u>Impact</u> of a <u>Risk</u>. Where an action is implemented before a <u>Risk</u> has becomes an <u>Issue</u> it becomes a <u>Control</u>. An action aims to reduce the <u>Current Risk</u> towards the <u>Target Risk</u>.
- 3.2 **Action Owner** a single role or individual responsible for the implementation of an <u>Action</u>. This may be a different person to the <u>Risk Owner</u>.
- 3.3 **Assurance** the processes applied to assess the design and effectiveness of **Controls**. Assurance can be performed by any of the **Three Lines**.
- 3.4 **Control** a measure that is designed to reduce Risk. A control will be either directive (a 'Do' Control); preventative (a 'Stop' Control); or detective (a 'Spot' Control). Controls may not always operate as designed. The design and operating effectiveness of Controls is assessed through Assurance.
- 3.5 Current Risk- the level of <u>Risk</u> at the present time, taking into account the design and effectiveness of the <u>Controls</u> in place. If the <u>Controls</u> are effective, then the Current Risk will be less than the <u>Original Risk</u>. **Current Risk** is also called <u>Residual Risk</u>.
- 3.6 **Do Controls** directive <u>Controls</u> that direct / tell you what you should do such as legislation; policies; guidance; or procedures.

- 3.7 **Enterprise Risk Management (ERM)** the risk management process that should be applied across the Council's decisions and activities. It aims to ensure that the principles of **Risk Management** are consistently and effectively applied.
- 3.8 **Horizon scanning** ongoing review of the internal operating environment and external economic; regulatory; and legislative environments to identify any potentially new emerging opportunities; threats, and their associated risks that could potentially affect the organisation.
- 3.9 Impact The result of a particular <u>Issue</u> occurring. Impacts could affect one or more types of <u>Risk</u>.
- 3.10 Inherent Risk See Original Risk.
- 3.11 Issue an event that has happened or is happening now, was not planned, and requires management action. A <u>Risk</u> may turn into an <u>Issue</u>, or an <u>Issue</u> may identify a <u>Risk</u>.
- 3.12 **Likelihood** the chance of something happening. It can be measured qualitatively ("rarely", "often" etc) or quantitatively ("50% probability", "once every five years" etc).
- 3.13 Objective A specific goal to be achieved. At the highest level these are defined in our aims, outcomes, Council commitments and statutory requirements. Directorates; divisions; teams; and individuals will have their own objectives, and others may arise from external codes; legislation; statutory requirements; targets; frameworks; and recommendations.
- 3.14 **Opportunity** an uncertain future event that would likely have a favourable impact upon objectives if it occurred.
- 3.15 **Original Risk** the exposure arising from an identified <u>Risk</u> before any <u>Actions</u> or <u>Controls</u> have been implemented to manage it. Also called <u>Inherent</u> Risk.
- 3.16 Residual Risk see <u>Current Risk</u>.
- 3.17 Risk the effect of uncertainty upon <u>Objectives</u> or service delivery. Risk includes potential upside (<u>Opportunity</u>) as well as downside (<u>Threat</u>). A <u>Risk</u> is assessed and scored based on its <u>Likelihood</u> multiplied by its potential <u>Impact</u>. The description of a <u>Risk</u> should include potential cause(s), event, and effect(s).
- 3.18 **Risk Appetite** the amount of <u>Risk</u> the Council, or a part of it, is willing to accept.
- 3.19 Risk Management the systematic application of principles, tools and processes to the tasks of identifying; recording; and assessing risks, planning and implementing <u>Controls</u>, and monitoring progress.
- 3.20 **Risk Management Framework** the sum of all components which contribute to risk management. It includes the policy, procedure, software, structures, meetings, templates, training, education and communications.

- 3.21 **Risk Owner** a single role or individual responsible for the management and control of all aspects of a **Risk**.
- 3.22 Spot Controls a <u>Control</u> that identifies an error once it has happened so that it can be addressed (for example quality assurance checks or monitoring trends in key performance indicators).
- 3.23 **Stop Controls** a **Control** that prevents or **Stops** something from going wrong (for example a technology firewall; a reconciliation; or a checklist).
- 3.24 **Target Risk** The level of <u>Risk</u> that a <u>Risk Owner</u> intends to achieve, in line with the <u>Risk Appetite</u>, that is endorsed by the relevant management structure. This is usually the <u>Risk</u> remaining after relevant <u>Controls</u> and <u>Actions</u> have been successfully implemented and are functioning as intended.
- 3.25 **The Three Lines Model** The **Three Lines Model** broadly defines first line as 'within services' (the "doers"), second line as 'within corporate support functions' (the "helpers"), and third line as 'Internal Audit, External Audit, and external assurance providers' (the "checkers").
- 3.26 **Threat** An uncertain event that could have a negative impact on objectives.

Policy content

Operational Risk Management Framework

- 4.1 This policy is supported an operational risk management framework that is continually reviewed and improved based upon good practice, feedback, and developments within the risk management community, and is consistently and effectively applied across the Council.
- 4.2 The operational risk management framework document describes the detailed operational risk management processes to be applied across the Council, and includes guidance on risk descriptions; risk assessment and scoring; risk consolidation; risk and controls training packs; and risk management software user guides

Risk Consideration and Culture

- 4.3 All Council employees should consider risk in everything they do, as part of good business decision making and ongoing service delivery management.
- 4.4 We should recognise that not all risk is 'bad', and that if we seek to completely avoid risk, then we reduce our chances of achieving the Council's objectives by realising the positive aspects of uncertain events.
- 4.5 All strategic and operational decisions should be made with full consideration of risks, utilising appropriate qualitative and quantitative tools and techniques where appropriate, and following appropriate engagement and input from all

- relevant stakeholders. All decisions taken (including appropriate consideration of risk) should be appropriately recorded.
- 4.6 The Council promotes a culture where employees can discuss and challenge risks and controls at all levels in a constructive manner, with early identification and proactive recording; reporting; and escalation of risks encouraged.

Risk Appetite

- 4.7 The Council sets an overarching risk appetite to help ensure that risks across all Directorates and Divisions are managed in line with the amount and type of planned risk that the Council is willing to take to achieve its objectives and in delivering services. The Council's risk appetite statement is reviewed annually.
 - Risk appetite can and will vary across levels of seniority and between individuals and groups based on a number of factors including conscious and unconscious bias; knowledge and understanding; and past experience. Risk appetite will change over time and can also vary between similar events.

Employee Responsibilities for Identifying and Managing Risk

- 4.8 All Council employees have a responsibility to identify and assess potential opportunities and threats, then plan and implement appropriate controls and actions, so that any potential negative risks and impacts are restricted to a level that is appropriate for the Council and aligned with risk appetite, enabling the positive aspects of opportunities to be realised.
- 4.9 We identify, own, and manage risks, and have a responsibility to escalate our most significant current risks through the appropriate risk management structures to a level where further decisions can be made (when necessary) and the risks can be managed appropriately.

The Council's Risk Management Structure

- 4.10 Operational Risk Management Groups are established within each directorate to facilitate sharing relevant information sourced from ongoing risk horizon scanning; ensure that new and emerging risks are identified and discussed; appropriate controls and actions are considered; and any new and emerging risks and controls required are escalated to relevant risk committees.
- 4.11 Risk Committees are held at Corporate Leadership Team and Directorate levels to review, challenge and approve the content of risk registers and escalate matters as appropriate.
- 4.12 The Council's most significant current risks, as agreed by the Corporate Leadership Team, are reported at least quarterly to the Governance, Risk and Best Value Committee, who provide challenge and scrutiny on an ongoing basis.

The Council's Risk Management Operational Framework

- 4.13 Risk registers are established and maintained at divisional and directorate levels that should include all relevant risks associated with strategic and operational decisions and ongoing service delivery.
- 4.14 Risks are appropriately described and classified in line with the Council's established risk description categories.
- 4.15 Risks assessments are performed based on the likelihood that risks will crystallise and their associated impact both before and after implementation of controls to determine original and current risk levels. An appropriate target risk level is also established (where required).
- 4.16 Where necessary, further mitigating actions and / or controls (do / stop / spot controls) are defined to support achievement of target risk, with ownership allocated to appropriate employees and implementation timeframes specified.
- 4.17 Projects risks are managed within individual projects in line with established project risk management methodologies.
- 4.18 The risks associated with suppliers, contractors and other third parties (including Arm's Length External Organisations) are recorded in risk registers and managed appropriately.
- 4.19 All significant operational; project; and third party current risks are escalated for inclusion in the next level risk committee.

Risk Management Roles and Responsibilities

- 4.20 Risk management roles and responsibilities across the Three Lines are clearly defined and understood.
- 4.21 Requests for additional resources to manage risks are considered appropriately.

Assurance

- 4.22 Assurance on the design and effectiveness of the risk management framework is provided across the Three Lines.
- 4.23 First line divisions and directorates remain responsible for identifying; assessing; recording; and managing their risks.
- 4.24 The second line Corporate Risk Management team provides ongoing assurance in a 'constructive critical friend' capacity to ensure that the risk management framework is being consistently and effectively applied on an ongoing basis and will make any recommendations for improvement.
- 4.25 Internal Audit (the third line) will assess the design and effectiveness of the risk management framework typically once every three years.

5.1 Implementation of this Policy will be effective from 6 October 2020. This Policy supersedes any previously approved Enterprise Risk Management Policy document

Roles and Responsibilities

6.1 Council (exercised through the Governance, Risk and Best Value Committee)

- 6.1.1 Consider the Council Risk Report provided on a quarterly basis.
- 6.1.2 Scrutinise and challenge specific risks, requesting updates or information from risk owners where appropriate.
- 6.1.3 Satisfy themselves that the risk management framework is operating effectively.
- 6.1.4 Consider requests for additional resources for improving controls.

6.2 Council (exercised through the Corporate Policy and Strategy Committee)

6.2.1 Sets the Council's overall Risk Appetite.

6.3 Chief Executive

- 6.3.1 Responsible for ensuring that all risks that could potentially affect the Council are identified; recorded; assessed and managed effectively.
- 6.3.2 Sets and promotes an appropriate risk management culture for all Council employees, where risk is considered in all decision-making, and where risk management is an integral part of business management.

6.4 Executive Directors and Chief Officer of the Health and Social Care Partnership

- 6.4.1 Responsible for the identification; recording; assessment; management; and escalation of all risks within their areas of responsibility, including establishing appropriate risk owners for all risks.
- 6.4.2 Ensuring that the Council's Risk Appetite is considered when managing and monitoring risks within areas of responsibility by setting appropriate Target Risk levels for their most significant risks.
- 6.4.3 Responsible for escalating significant Current Risks to the Corporate Leadership Team for consideration where appropriate.
- 6.4.4 Responsible for cascading risk management processes across their areas of responsibility.

- 6.4.5 Prepared to discuss (and justify where appropriate) risks, controls and actions at Risk Committees and the Governance, Risk and Best Value Committee as required.
- 6.4.6 Accountable for the completeness and accuracy of all information contained in the risk management system and manual risk registers within their areas of responsibility.
- 6.4.7 As the first line, provide assurance that the risk management framework is operating effectively within their respective areas of responsibility.
- 6.4.8 Ensure that all employees within their areas of responsibility understand risk management as it applies to their role and responsibilities.

6.5 Heads of Service (including those with statutory responsibilities)

- 6.5.1 Responsible for the identification; recording; assessment; management; and escalation of all risks within their areas of responsibility, including establishing appropriate risk owners for all risks.
- 6.5.2 Ensuring that the Council's Risk Appetite is considered when managing and monitoring risks within areas of responsibility by setting appropriate Target Risk levels for their most significant risks.
- 6.5.3 Responsible for escalating significant Current Risks to Directorate Risk Committee for inclusion in directorate risk registers where appropriate.
- 6.5.4 Responsible for cascading risk management processes across their areas of responsibility.
- 6.5.5 Prepared to discuss (and justify where appropriate) risks, controls and actions at Risk Committees and Governance, Risk and Best Value Committee as required.
- 6.5.6 Accountable for the completeness and accuracy of all information contained in the risk management system and manual risk registers within their areas of responsibility.
- 6.5.7 As part of the first line, provide assurance that the risk management framework is operating effectively within their respective areas of responsibility.
- 6.5.8 Ensure that all employees within their areas of responsibility understand risk management as it applies to their role and responsibilities.

6.6 Section 95 Chief Financial Officer / Head of Finance

- 6.6.1 Duties as defined in the Local Government (Scotland) Act 1973.
- 6.6.2 Responsible for the proper administration of the Council's financial affairs.

- 6.6.3 Determine the system of accounting and control, the form of the accounts and supporting records, and ensure the accounts and supporting records are kept up to date.
- 6.6.4 Establish a programme of review for all relevant documents, including the Council's financial rules and regulations.
- 6.6.5 Determine the proper action to be taken in the event of a breach or noncompliance of the Council's rules, regulations, procedures or policies issued under their authority.

6.7 Chief Social Work Officer / Head of Safer and Stronger Communities

- 6.7.1 Role as defined under the Social Work (Scotland) Act 1968 and subsequent and related legislation and guidance.
- 6.7.2 Professional accountability reporting to the Chief Executive, Elected Members and the Integration Joint board as appropriate, providing information on issues which may identify risk to safety of vulnerable people or impact on the social work service and also on the findings of relevant service quality and performance reports.

6.8 Monitoring Officer / Head of Legal and Risk

- 6.8.1 Main liaison with Elected Members on corporate risk matters.
- 6.8.2 Work with the Corporate Leadership Team to champion risk management and advise on all aspects of risk management.
- 6.8.3 Duties of the Monitoring Officer as defined in Section 5 of the Local Government and Housing Act 1989.
- 6.8.4 Responsible for reporting risk to the Governance, Risk and Best Value Committee

6.9 Senior Audit and Risk Manager and Corporate Risk Team

- 6.9.1 Subject-matter experts for risk management within the Council.
- 6.9.2 Responsible for the ongoing management, training and development of the Corporate Risk Management Team
- 6.9.3 Accountable for the delivery, effectiveness, and continuous improvement of the Council's Risk Management Framework.
- 6.9.4 Accountable for the provision of risk management training; information; and education on risk management tools and techniques to both senior management and Elected Members.
- 6.9.5 Promote awareness of risk management across all areas of the Council

- 6.9.6 Engage with Officers and Elected Members as appropriate to ensure that risk management remains visible, accessible, proportionate and relevant to all those involved in decision-making.
- 6.9.7 Provide effective ongoing assurance and constructive challenge to risk owners across all Council areas to ensure risks, controls and actions are being managed appropriately and identify opportunities for improvement.
- 6.9.8 Responsible for identifying and escalating emerging risks to the Head of Legal and Risk and others as appropriate.
- 6.9.9 Attend and support first line Directorate Risk Committees by providing appropriate scrutiny and challenge and ensuring timely sharing of information.
- 6.9.10 Facilitate Corporate Leadership Team Risk Committees, providing appropriate scrutiny and challenge and ensuring timely sharing of information.
- 6.9.11 Prepare the Council's Enterprise Risk Management Policy and Risk Appetite Statement for annual review by the Policy and Sustainability Committee.
- 6.9.12 Assist the first line with the qualitative and/or quantitative assessment of risks as appropriate.6.9.13 Work alongside the NHS Lothian Quality Assurance and Safety Manager to align responsibilities for risk management arrangements within the Health and Social Care Partnership, including alignment of appropriate escalation mechanisms and reporting processes

6.10 First Line Directorate and Divisional Operational Risk Managers

- 6.11.1 Be the visible champion of risk management within each Directorate.
- 6.11.2 Chair Risk Management Groups within each Directorate.
- 6.11.3 Organise administrative support for Risk Management Groups (logistics, minute-taking and producing a Note of Meeting within one week).

6.11 All Council Employees

- 6.12.1 Understand risk management as it applies to their role. At the most basic level this could mean an understanding of:
 - What health and safety considerations are relevant to my job?
 - What training and knowledge do I need to be able to do my job?
 - What do I do if I see something going wrong, or if I think something could go wrong?
 - How could we do things better?

- 6.12.2 Consider how unplanned events could affect the achievement of objectives, and those of others, and escalate this information to line management where appropriate.
- 6.12.3 Carry out actions as directed in support of risk management.
- 6.12.4 Ensure that controls are operating as intended.
- 6.12.5 Ensure that the Council's Risk Appetite is considered when managing and monitoring risks within areas of responsibility.
- 6.12.6 Feedback any suggestions or improvements to the risk management framework.

Related documents

- 7.1 All Council policies are designed to reduce risk in some form, and as such they are all related to this document.
- 7.2 In addition to the Council's established policies, key related documents are listed below. This is not a complete list and further guidance may be sought from a member of the Corporate Risk Team.
 - 7.2.1 Council Business Plan 2017-22
 - 7.2.2 <u>Procedural Standing Orders for Council and Committee Meetings</u>
 - 7.2.3 Committee Terms of Reference and Delegated Functions
 - 7.2.4 Contract Standing Orders
 - 7.2.5 Scheme of Delegation to Officers
 - 7.2.6 Employee Code of Conduct
 - 7.2.7 Financial Regulations of the City of Edinburgh Council
 - 7.2.8 Corporate Debt Policy
 - 7.2.9 The Role of Chief Social Work Officer Guidance Issued by Scottish Ministers pursuant to Section 5(1) of the Social Work (Scotland) Act 1968
 - 7.2.10 Local Government and Housing Act 1989
 - 7.2.11 Local Government etc. (Scotland) Act 1994
 - 7.2.12 Local Government (Scotland) Act 1973
 - 7.2.13 Social Work (Scotland) Act 1968

Integrated impact assessment

9.1 Direct impact on all Council employees who have always been required to consider the risks associated with all aspects of their roles, including decision making and ongoing service delivery.

- 9.2 Indirect positive impact on all population groups as the Council will consider acceptable levels of risk appropriately when making decisions that could potentially affect these groups and delivering services that they receive.
- 9.3 Indirect positive economic; environmental; and equalities and human rights impacts as any relevant risks will be considered by the Council when making decisions and managing delivery of services.

Risk assessment

- 10.1 This policy aims to ensure that effective risk management is embedded throughout the Council. The risks of not implementing this policy include:
 - 10.1.1 Inability to achieve Council outcomes and objectives;
 - 10.1.2 Ineffective and inefficient service delivery;
 - 10.1.3 Financial inefficiency and loss; and
 - 10.1.4 Reputational damage to the Council.
- 10.2 Given the uncertainties involved in attempting to quantify future events, even a perfectly functioning risk management framework cannot guarantee to foresee every potential negative outcome to the Council. There will always be a chance that very-low-probability/very-high-impact events occur.
- 10.3 Given the scale and nature of the Council's operations it is likely that the Council's reputation will frequently suffer a degree of damage. However, this damage will not usually have significant lasting effects. The Council's Risk Management Framework will therefore prioritise compliance, service delivery and financial impacts above reputational damage.
- 10.4 Implementing his policy should have an overall positive impact on the Council's risk culture.

Review

- 11.1 This policy will be reviewed annually by the Policy and Sustainability Committee.
- 11.2 The next scheduled review date is October 2021

Policy and Sustainability Committee

10.00am, Tuesday 6 October 2020

Council's Risk Appetite Statement

Item number
Executive/routine
Wards

Council Commitments

Executive

1. Recommendations

It is recommended that the Committee:

- 1.1 notes that the Council's attitude to taking risk should be set at the top level and cascaded down, and that this 'risk appetite' may be different across different services and types of risks;
- 1.2 notes that risk appetite is already set and established in many areas through governance arrangements; frameworks; policies, existing controls and schemes of delegation;
- 1.3 approves the Council's risk appetite presented within this report;
- 1.4 refers the report to the Governance, Risk and Best Value (GRBV) Committee for consideration; and,
- 1.5 notes that training on the Risk Appetite Statement together with the Council's Enterprise Risk Management Policy and the refreshed operational risk management framework will be provided for elected members after the GRBV committee meeting on 3rd November 2020.

Stephen S. Moir

Executive Director of Resources

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Report

Council's Risk Appetite Statement

2. Executive Summary

- 2.1 The purpose of this paper is to set out the Council's risk appetite statement for approval by the Corporate Policy and Sustainability Committee:
- 2.2 This document should be read together with the Council's Enterprise Risk Management Policy (the Policy) which is also being submitted for approval to the Corporate Policy and Sustainability Committee on 6 October 2020.
- 2.3 The risk appetite statement included in this report supersedes the Council's existing risk appetite statement dated 7 August 2018.

3. Background

Definitions

- 3.1 Risk is defined as the positive or negative impact of an uncertain event or issue on achievement of organisational objectives and delivery of services.
- 3.2 Not all risk is undesirable, and if risk is avoided completely then organisations limit their chances of fully achieving their objectives.
- 3.3 Some risks can be identified, and actions implemented to ensure that their negative impacts are effectively controlled, and their positive impacts realised, whilst other unexpected risks associated with unplanned events (for example some risks associated with the Covid-19 pandemic) cannot easily be identified in advance and fully mitigated.
- 3.4 When unplanned events occur, organisations depend on their resilience and contingency plans to respond to the impacts of these events, and should establish appropriate processes to identify; assess; record; and manage the new risks that they present.
- 3.5 Risk appetite is defined as the amount and type of planned risk that an organisation is willing to take to meet their strategic objectives and deliver services. Risk appetite can and will vary across levels of seniority, and between individuals and groups, based on a number of factors including conscious and unconscious bias;

- knowledge and understanding; and past experience. Risk appetite will change over time and can also vary between different types of risks and events.
- 3.6 The Scottish Government notes in the risk management section of its Scottish Public Finance Manual that 'the concept of a "risk appetite" is key to achieving effective risk management and it is essential to consider it before moving on to consideration of how risks can be addressed', and highlights that:
 - 3.6.1 when considering opportunities, risk appetite involves assessing how much risk the organisation is prepared to take to realise the benefits of the opportunity, essentially comparing the value (financial or otherwise) of potential benefits with the losses that might be incurred.
 - 3.6.2 when considering threats, risk appetite involves assessing the level of exposure that can be justified and tolerated by comparing the cost (financial or otherwise) of mitigating the risk with the cost of the exposure if the risk crystallises into an issue, and finding an acceptable balance.
- 3.7 Target risk is defined as the maximum level of risk that an organisation is prepared to accept in pursuit of a specific objective, and is used to determine whether additional controls or mitigating actions are required to reduce the potential impact of a specific risk.
- 3.8 A risk management policy establishes a structured organisational approach to risk management with the objective of ensuring that risk based decisions are explicit; consistent; and transparent, and that all known current and future risks are identified; recorded; assessed; and their negative impacts appropriately mitigated and managed in line with the organisation's risk appetite.
- 3.9 Risk management policies typically include a requirement for all parts of an organisation to consider risk appetite in their strategic and operational decision making. They also specify management's responsibilities for establishing appropriate target parameters for the risks that they manage, and implementing appropriate mitigations to ensure that these are achieved, enabling effective ongoing management of risk across the organisation in line with risk appetite.
- 3.10 A risk management policy is usually supported by an operational risk management framework that provides detailed guidance to ensure that policy requirements are consistently and effectively applied throughout the organisation.
- 3.11 Risk appetite should be agreed at a strategic level and recorded in a risk appetite statement that is then approved and reviewed on an ongoing basis.
- 3.12 Once approved, risk appetite statements should be communicated throughout the organisation to ensure that all strategic and operational decisions made are aligned with organisational risk appetite, with appropriate target risks considered and established to manage negative risk impacts in line with the organisation's risk appetite.

The Council's approach to risk management and appetite

- 3.13 The Council is responsible for designing and maintaining an appropriate risk management policy; setting its risk appetite; and implementing and maintaining an operational risk management framework.
- 3.14 Both the Council's risk appetite statement and risk management policy are reviewed by the Corporate Leadership Team (CLT) and approved annually by the Policy and Sustainability Committee. Definitions supporting the Council's risk appetite are included at Appendix 2.
- 3.15 The Council also has an established governance framework that is designed to support achievement of risk appetite through application of, and compliance with, schemes of delegation; governance structures (for example, Council executive and operational management committees); completion of annual governance statements by directorates and divisions; an extensive range of policies and operational frameworks (for example, health and safety; human resources; digital services; and fraud prevention) and supporting processes that are designed to manage and mitigate risk at levels that are appropriate and acceptable for the Council.
- 3.16 In August 2018, the Corporate Policy and Strategy Committee approved the Council's new risk appetite statement that detailed the Council's risk appetite in relation to ongoing service delivery; infrastructure; compliance; and financial risks. The risk appetite statement was reviewed by the Policy and Sustainability Committee in October 2019 and confirmed as remaining fit for purpose.

The Three Lines Model

- 3.17 The Council has adopted the Institute of Internal Auditors Three Lines model to support the application of the Council's Enterprise Risk Management Policy and operation of its risk management framework:
 - 3.17.1 first line divisions and directorates are responsible for identifying; assessing; recording; addressing; and escalating risks (where required) associated with decision making and ongoing service delivery.
 - 3.17.2 the second line Corporate Risk Management team is responsible for maintaining the Policy; developing the supporting operational risk management framework; providing ongoing oversight, challenge and assurance in a 'constructive critical friend' capacity; and driving a positive risk culture through delivery of ongoing training and engagement across first line teams.
 - 3.17.3 independent assurance on the design and effective application of risk management policies and frameworks is provided by Internal Audit.

The Council's Risk Appetite Statement

- 4.1 The Council's risk appetite statement is set out at Appendix 1 and outlines the Council's risk appetite range (based on definitions included at Appendix 2) in relation to eleven key strategic and operational risks, with the outcomes as follows:
 - 4.1.1 **Minimum possible to low** three risk categories were identified (Health and Safety; Regulatory and Legislative Compliance and Governance and Decision Making) where the Council has a minimum possible to low risk appetite range, confirming that these risks are unacceptable; cannot be tolerated; and must be urgently and immediately addressed to prevent them from becoming issues where possible.
 - 4.1.2 **Low to moderate** five risk categories were identified (Strategic Delivery; Financial and Budget Management; Resilience; Technology and Information; and Reputational) where the Council has a low to moderate risk appetite range, confirming that in some instances (low) mitigating actions should be implemented immediately, or as soon as possible (moderate) to treat the risk and prevent it from becoming an issue, or detect the issue and ensure that it is subsequently addressed.
 - 4.1.3 **Low to high** the remaining three risk categories (Programme and Project Delivery; Supplier, Contractor and Partnership Management; and Service Delivery) have a low to high risk appetite range, reflecting the significant volume and levels of criticality or programmes and projects; contractual and partnership arrangements and services delivered by the Council.
 - 4.1.4 Whilst some of risks these will be considered acceptable and can be tolerated (high), it is important to ensure that the most significant risks that fall within the low to moderate risk appetite range are identified by directorates and divisions, with appropriate mitigating actions implemented either immediately or as soon as possible to treat these risks and prevent them from becoming issues, or to detect issues retrospectively and ensure that they are addressed.

Covid-19

- 4.2 As noted at 3.3 above, the unexpected risks associated with unplanned events cannot always be identified in advance, and appropriate mitigating actions implemented, and this was the Council's experience with the March 2020 Covid-19 pandemic.
- 4.3 As the Council's Covid-19 resilience response was mainly dependent on implementing Scottish Government and Public Health Scotland guidance, it was unable to set an appropriate risk appetite and target risks for the new Covid-19 risks that it faced.
- 4.4 Instead, the Council established the following three key Covid-19 objectives:

- i) to protect the most vulnerable in our City;
- ii) to minimise the risks to our colleagues; and,
- iii) to continue to provide services in challenging circumstances
- 4.5 The Council did establish a risk management process to ensure that ongoing Covid-19 risks are identified; assessed; recorded; and managed through the Covid-19 risk management plan, and support achievement of these objectives. Details of this process were shared with this Committee on 23 July 2020.
- 4.6 Whilst it is acknowledged that Covid-19 risks will continue to impact the Council for the foreseeable future, it is not considered appropriate to set a Covid-19 risk appetite and supporting target risks given the unpredictable nature of the situation.

5. Next Steps

- 5.1 Once approved by the Committee, the risk appetite statement will be shared and communicated across the Council.
- 5.2 Directors will (where appropriate) set target risks within their respective divisions and across the services that they deliver. As noted at 3.15 above, target risk is already specified for a number of matters through the Council's established governance frameworks.

6. Financial impact

6.1 There is no direct financial impact arising from this report, however, effective risk management in line with the Council's agreed risk appetite should have a positive impact on Council finances.

7. Stakeholder/Community Impact

7.1 Provision of assurance that the Council considers and specifies appropriate thresholds for the amount and type of planned risk that it is willing to take to support achievement of strategic objectives; ongoing service delivery; and protect its people; citizens; assets; and reputation.

8. Background reading/external references

- 8.1 Scottish Public Finance Manual
- 8.2 Institute of Internal Auditors Three Lines Model

9. Appendices

- 9.1 Appendix 1 City of Edinburgh Council Risk Appetite Statement
- 9.2 Appendix 2 Risk Appetite Definitions

Appendix 1 - City of Edinburgh Council - Risk Appetite Statement

Risk A	ppetite	Range
	PPGLICO	

	Risk Description	From	То	Commentary
	Strategic Delivery	Low	Moderate	 The Council has a low to moderate appetite in relation to strategic delivery risk, and aims to ensure effective delivery of the Council's strategy and commitments in line with agreed timeframes. Strategic delivery is monitored through the ongoing performance reporting process and established Council governance processes.
Page 39				3. Executive Directors and Heads of Service are expected to establish appropriate monitoring and oversight controls to ensure that their strategic and service delivery objectives are achieved in line with the overarching Council strategy.
)				The Council has a low to moderate appetite in relation to financial risk, and may be prepared to accept some risk subject to:
	Financial and Budget Management	Low		 setting and achieving an annual balanced revenue budget in line with legislative requirements
			Moderate	 maintaining a General Fund unallocated reserves balance in line with legislative requirements.
				 The Council's target financial risk is set out in various documents including the Scheme of Delegation to Officers; Contract Standing Orders; Committee Terms of Reference and Delegated Functions; and the Financial Regulations and is also supported by the controls embedded in established financial technology systems.



			3-	
	Risk Description	From	То	Commentary
				3. Executive Directors and Heads of Service are expected to implement appropriate system based and manual controls to prevent financial errors and detect and resolve them when they occur.
	Programme and Project Delivery	Low	High	 The Council is prepared to initiate a range of low to high risk major change initiatives where these support strategic delivery; improved organisational capability and service delivery; or improvements to across the Council's operational property and technology estates and infrastructures.
Page 398				 The Corporate Leadership Team and Heads of Service; and Project Managers are expected to design; implement; and maintain appropriate programme and project management and governance controls to manage these risks.
	Health and Safety (including public safety)	Minimum Possible	Low	 Recognising that accidents can occur as a result of unknown and / or unplanned events, the Council has an appetite to fully comply with all relevant health and safety requirements to minimise any health and safety risks that could potentially result in loss of life or injury to citizens or employees.
		. 555,516		 Executive Directors and Heads of Services are expected to ensure that Health and Safety policies; frameworks; and guidance are consistently and effectively applied, with incidents identified, reported, and immediately addressed.

			1	
	Risk Description	From	То	Commentary
				 Recognising that it is not always possible to effectively mitigate the risks associated with unplanned events, the Council has a low to moderate risk appetite in relation to resilience.
	Resilience	Low	Moderate	 The Council has an established resilience management framework that includes resilience and contingency plans for certain scenarios, and provides guidance to first line directorates and divisions in relation to identifying critical systems and services and establishing appropriate resilience plans.
Page 399				 Executive Directors and Heads of Service are responsible for ensuring that this framework is consistently maintained and routinely tested, and can be effectively applied in the event of a resilience situation.
99				The Council has a low to high risk appetite range in relation to ongoing supplier, contractor and partnership management. It should be noted that this appetite will vary depending on the criticality of the service provided or supported by third parties.
	Supplier, Contractor, and Partnership Management	Low	High	 The Council has an established procurement process that is aligned with Audit Scotland Best Value requirements and is supported by the Contract Standing Orders, and an established contract management framework.
				3. Executive Directors and Heads of Services are expected to ensure that the procurement and contract management frameworks are

Risk Appetite Range

	Risk Description	From	То	Commentary
_				consistently and effectively applied, with issues identified, reported, and immediately addressed. This will typically involve ongoing focus on high risk contracts supporting delivery of critical services or projects.
				 The Council has a low to moderate appetite in relation to technology and information risk, and aims to ensure that this is achieved working together with CGI, the Council's technology partner.
Page 400				2. This risk appetite applies to both the Council's technology networks; cloud based applications used to support delivery of services; and processes where manual documents are used and retained.
400				3. This risk appetite will vary depending on the nature; significance; and criticality of systems used, and the services that they support.
	Technology and Information Low	Low	Moderate	4. Target risk is managed through ongoing use of inbuilt technology security controls such as user access; encryption; data loss prevention; firewalls; and ongoing vulnerability scanning and a range of technology security protocols and procedures.
				 The Council is also progressing towards full alignment with the Scottish Government's cyber resilience framework and the UK Government National Cyber Security Centre guidance.
				6. Executive Directors and Heads of Service are responsible for ensuring ongoing compliance with technology security protocols and

Risk Appetite Range

[_	_	
	Risk Description	From	То	Commentary
				procedures, including the Council's protocol for externally hosted 'cloud' services.
	Governance and Decision Making		Low	 The Council has a minimum possible to low risk appetite in relation to governance and decision making.
Page 401		Minimum Possible		2. The Council's target governance and decision making risk is detailed in its established Committee and corporate structures; schemes of delegation; levels of authority; and the member-officer protocol.
				 No officer or elected member may knowingly take or recommend decisions or actions which breach legislation.
	Service Delivery	Low		 The Council has a low to high risk appetite range in relation to the risks associated with ongoing service delivery that will vary depending on the nature and criticality of individual services.
				It is acknowledged that, despite best efforts, there may be occasional gaps in service delivery.
			High	 Recognising the potential impact on service users the Council will always strive to return to optimal service delivery as soon as possible, and ensure effective ongoing engagement with service users where issues occur.
				4. Executive Directors and Heads of Service are expected to implement appropriate controls to prevent service delivery gaps, and detect and resolve them when they occur.

	Risk Description	From	То	Commentary
	Regulatory and Legislative Compliance			1. The Council aims to comply with applicable regulatory and legislative requirements to the fullest extent possible.
		Minimum Possible	Low	No officer or elected member may knowingly take or recommend decisions or actions which breach legislation.
				3. Executive Directors and Heads of Service are expected to implement appropriate controls to ensure ongoing compliance, and identify; report; and resolve breaches when they occur.
Page	Reputational			The Council is prepared to tolerate a low to moderate level of occasional isolated reputational damage.
402		Low	Moderate	2. The Council recognises that, as a large organisation delivering a wide range of complex services to the public and directed by elected politicians, it is likely to suffer occasional reputational damage,
				 Executive Directors and Heads of Service are expected to implement appropriate controls to prevent significant or systemic reputational damage, and identify and address issues when they occur.

Appendix 2 – Risk Appetite Definitions

Risk Appetite Description	Definition
Minimum Possible	The level of risk is completely unacceptable and will not be tolerated. Appropriate mitigating actions should be implemented urgently to ensure that the risk is treated to the fullest extent possible, with the objective of preventing the risk from becoming an issue.
Low	The level of risk is unacceptable and will not be tolerated. Appropriate mitigating actions should be implemented immediately to treat the risk and prevent it from becoming an issue where possible.
Moderate	A moderate level of risk can be accepted. Appropriate mitigating actions should be implemented as soon as possible to either prevent the risk from becoming an issue, or detect the issue and ensure that it is addressed.
High	A high level of risk can be accepted. Appropriate actions should be implemented to identify issues resulting from these risks and address them where feasible and practical.





Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Gender Pay Gap

Item Number Executive/routine

Executive

Wards

Council Commitments

1. Recommendations

1.1 Policy and Sustainability Committee is recommended to review and note the gender pay gap report which will be published later in October 2020.

Stephen S. Moir

Executive Director of Resources

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Report

Gender Pay Gap

2. Executive Summary

- 2.1 The Council is currently bound by duties arising from the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, which require the Council to positively eliminate discrimination and publish gender pay gap information every two years.
- 2.2 The Finance and Resources Committee reviewed our gender pay gap information in October 2018, with an update provided to the Policy and Sustainability Committee in October 2019.
- 2.3 This report provides an update on the current gender pay gap position and the long-term measures and actions previously agreed.
- 2.4 The key changes from the 2018 report are:
 - Our mean gender pay gap has reduced by 0.7% (from 4.8% in 2018 to 4.1%);
 - The pay gap within the Communities and Families Directorate has reduced, driving down the overall gap within the Council;
 - The female density at senior level roles has increased by 7.5%;
 - The pay gaps in the Place and Resources Directorates have increased;
 - There is marginal upward change to Local Government Employees (LGE) and Chief Official pay gaps; and,
 - a small reduction in pay gap for our part time workforce.

3. Background

- 3.1 It is widely acknowledged that the gender pay gap is influenced by many factors, including wider societal dynamics, some of which are transformational and longer term in their nature. However, understanding the data and trends better has enabled us to target initiatives that will continue to reduce the gap in the short to medium term.
- 3.2 Analysis has shown us that close monitoring and gender impact assessments are critical to support the maintenance/improvement of the gap.
- 3.3 A number of activities and initiatives are underway to seek to continue to close the Council's gender pay gap.

4. Main report

- 4.1 The Council is currently bound by duties arising as a result of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, which require the Council to positively eliminate discrimination and publish gender pay gap information.
- 4.2 The duty requires public authorities with 20 or more employees to publish gender pay gap information on the percentage difference between men's and women's average hourly pay, excluding non-contractual overtime.
- 4.3 The Council has 3 separate pay/grading structures: -
 - Local Government Employees (LGE) Grades 1 to 12, underpinned by job evaluation using the Capital Job Evaluation Scheme.
 - Teachers Jobs sized from a pay perspective in accordance with the Scottish Negotiating Committee for Teachers (SNCT).
 - Chief Officials Nationally agreed grading structure underpinned by Hays iob evaluation.

Gender Pay Gap – what is it?

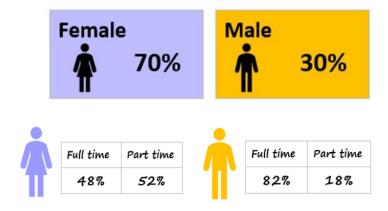
- 4.4 The gender pay gap is not the same as equal pay. Equal pay is the equal payment of men and women for undertaking the same work. Men and women are paid equally for doing equivalent jobs across the organisation.
- 4.5 The gender pay gap is the difference in the average hourly wage of all men and women across the workforce.

How we have calculated our Gender Pay Gap?

- 4.6 The gender pay gap is always expressed as a percentage. It is calculated by working out the difference between the average pay of all male employees and the average pay of all female employees.
- 4.7 A negative pay gap figure would mean that the average pay of men is lower than the average pay of women.
- 4.8 The calculations are based on the snapshot date of March 2020 and cover all relevant employees: -

Data Scope	Workforce Demographic
Employee Groups in	
Scope	LGE, Chief Officials, Teaching
Groups Excluded	Agency Workers, ALEO employees
Contracts in Scope	Permanent, Fixed Term, temporary, apprentice, trainee
Contracts Excluded	Casual, supply
Payments in Scope	Basic Pay, Working Time Payments, Contractual Overtime
Payments Excluded	Allowances, Salary Sacrifice, Overtime (claims)

4.9 The headcount of our relevant employees is 13,083 (these employees hold a total of 17,927 contracts in the analysis dataset). The gender split of our total contracts is:



4.10 There has been no change to overall female density between 2018 and 2020, nor has there been any change to female full time/part time split. Male part time workforce has increased by 1% since 2018.

Mean Gender Pay Gap

- 4.11 The mean of a group of values is the sum of all values added together and divided by the number of values in the set. The mean hourly rate is the average hourly wage across the entire organisation. The mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.
- 4.12 The mean average gender pay gap for the City of Edinburgh Council is 4.1% down from 4.8% in 2018. For every £1 that a male employee earns, a female employee earns 4 pence less (96 pence).

Mean Averag		
Female	Male	Gap
£15.65	£16.32	4.1%

Median Gender Pay Gap

- 4.13 The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage of the person in the middle; the median gender pay gap is the difference between women's median hourly wage (the middle-paid woman) and men's median hourly wage (the middle-paid man).
- 4.14 The median average gender pay gap is slightly higher than the mean at 6.7%, up from 5% in 2018. For every £1 that a male employee earns, a female employee earns 7 pence less (93 pence).

Median Averaç		
Female	Male	Gap
£13.64	£14.62	6.7%

Bonus Analysis

4.15 The City of Edinburgh Council does not pay bonus payments to any groups of employees. Our bonus gender pay gap is therefore 0%, since 0% of men or women were in receipt of bonus pay.

Quartile

4.16 It is not possible to split our contracts into groups of identical size, at 'natural' cut off points, due to the number of variations and contracts on certain hourly rates. Therefore, we tested different quartile boundary points to achieve a balance in the distribution of contracts per quartile.

Quartile	Female	Male	Total Contracts	Min £	Max £
Lower quartile	79%	21%	4467	£9.07	£10.62
Lower middle quartile	66%	34%	4498	£10.63	£13.84
Upper middle quartile	61%	39%	4477	£13.85	£20.65
Upper quartile	72%	28%	4484	£20.67	£92.70

4.17 The expectation would be that the gender breakdown in each quartile would reflect the overall organisational profile of 70% female and 30% male. The quartile analysis shows Quartile and 1 and 3 are furthest from the overall breakdown. The underlying reasons for this breakdown in the lowest quartile will be due to the high number of female employees occupying part time roles and undertaking less shift patterns.

Gender Pay Gap for Part-time employees

4.18 The part-time pay gap is calculated by comparing women's part-time average hourly pay with men's fulltime average hourly pay.

Mean Averag		
Female	Male	Com
(Part Time)	(Full Time)	Gap
£13.60	£16.99	20.0%

Median Averag		
Female	Male	Con
(Part Time)	(Full Time)	Gap
£10.80	£15.12	28.6%

4.19 Our mean average pay gap using this calculation is significantly higher than the overall pay gap at 20%, however it has come down from 20.8% in 2018. This reflects the fact that we have high numbers of part time female employees employed in the lowest grades. In addition, our current reward framework means that part time employees are unlikely to earn the higher working time payment rates and will have less scope for payments under weekend and night working than full time employees. The median average has also decreased from 31.7% to 28.6%.

Mean Average Pay Gaps by Directorate

4.20 The gap for LGE employees and Teaching employees has reduced in Communities and Families and but has increased in Place and Resources.

Changes since 2018:

- Communities and Families reduced by 2.1%
- EH&SCP reduced by 0.8%

- Place increase by 1.5%
- Resources increased by 1.4%
- Local Government Employees increased by 0.2%
- Teaching reduced by 0.2%

£16.70

• Chief Officials increased by 5.7%

Age Pay Gap

4.21 This is the first time we have reported on this data set. The figures below show that we have a negative mean and median gap for those colleagues under the age of 40, which essentially means that the average pay of men is lower than the average pay of women. In contrast, the mean gap for those colleagues over the age of 40 is 7% and the median gap is 11%. This is similar with the information gathered by the Office for National Statistics.

Mean Averag	e Hourly Rate		Median Average Hourly Rate		
Female (<40)	Male (<40)	Gap	Female (<40)	Male (<40)	Gap
£15.86	£15.52	-2.2%	£14.90	£14.48	-2.9%
Mean Averag	e Hourly Rate		Median Average Hourly Rate		
Female (40+)	Male (40+)	Gap	Female (40+)	Male (40+)	Gap

£13.26

£14.90

11.0%

Broader Context

£15.53

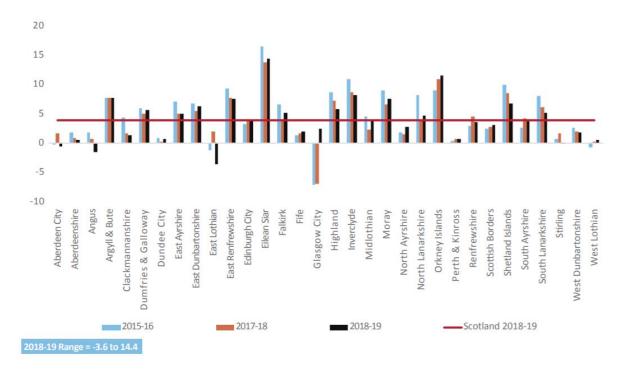
4.22 The Office for National Statistics (ONS) provided figures in 2019 that show since 2012 there has been little meaningful change in the gender pay gap, with the gap only narrowing by 0.6% for full-time employees since 2012. The most stubborn gap is between men and women when they reach their 50s, where the difference in pay is more than 15% and has not declined significantly over time.

7.0%

- 4.23 The ONS said one of the reasons for differences in the gender pay gap between age groups is that women over 40 years are more likely to work in lower-paid occupations and, compared with younger women, are less likely to work as managers, directors or senior officials.
- 4.24 Among the highest paid, the gap widened substantially in 2019. The ONS, which relies on a snapshot of 1% of all the pay records at HM Revenue & Customs, said the gap at the level of "managers, directors and senior officials" rose from 13.9% to 15.9% last year.

Benchmarking

- 4.25 As stated at para 2.1 of this report, the Council is currently bound by duties arising from the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. Unfortunately, these regulations do not currently provide specific guidance on how Scottish Local Authorities should calculate their gender pay gap info. This makes benchmarking more difficult as we will not necessarily be comparing like for like information.
- 4.26 Despite the above, benchmarking information was provided in 2018/19 by the Local Government Benchmarking Framework (LGBF) for the 3 years, 2015/16, 2017/18 and 2018/19.
- 4.27 The figures below show that The City of Edinburgh Council was below the Scottish Average of 4% and ranked 18 out of the 32 Local Authorities.



Working to close the gap

- 4.29 Whilst, our headline gender pay gap figures are relatively low, we know there is more we need to do.
- 4.30 We have an ambitious Diversity and Inclusion Strategy and Action Plan included as an appendix to this report) which was previously approved by this Committee, which committed the Council to a number of short-term actions as well as actions which are transformational in their nature and therefore will take time to evolve and have meaningful impact.

- 4.31 We will continue further analysis to gain insight into how the overall figure is made up. Our analysis concentrates on understanding the reasons for any differences with particular attention to: -
 - roles where men occupy more senior roles than women in the same occupation;
 - occupational segregation where men and women do different jobs;
 - gender differences in time in the job, influenced in part by career breaks and caring responsibilities for women; and,
 - part-time versus full-time employment.

4.32 In addition, we will:

- continue to monitor our recruitment strategy, such as adapting our recruitment methods, paying particular attention to occupational segregation;
- commit to review our Reward arrangements;
- continue to monitor our ongoing talent programme, (of which the majority of the participants are female);
- continue to actively promote our existing flexible working options for colleagues;
- increase diversity awareness as part of our wider diversity & inclusion strategy;
- actively participate/benchmark with government and industry; and,
- to work with 'subject matter experts and organisations and to continue to work in partnership with our Diversity & Inclusion focus group on this agenda.

5. Next Steps

5.1 We will continue with the identified activities and will report our Gender Pay Gap position to Committee in October 2022.

6. Financial impact

6.1 None.

7. Stakeholder/Community Impact

7.1 In developing the Diversity and Inclusion strategy and plan we have engaged with a number of stakeholders including elected members, Trade Unions, our colleague networks and external organisations.

7.2 Our new platforms for recruitment, for example use of social media, will help us to reach a diverse as possible pool of potential candidates.

8. Background reading/external references

- 8.1 Office for National Statistics (ONS) Gender Pay Gap in the UK: 2019
- 8.2 Gender Pay Gap Update 2019

9. Appendices

9.1 <u>Diversity and Inclusion Strategy</u>

Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Diversity and Inclusion Strategy Update

Executive/routine Executive Wards

Council Commitments

1. Recommendations

1.1 Committee is recommended to note the progress being made in relation to the Diversity and Inclusion Strategy and Action Plan since it was approved on 1 October 2019.

Stephen S. Moir

Executive Director of Resources

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Human Resources Division, Resources Directorate

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Report

Diversity and Inclusion Strategy Update

2. Executive Summary

- 2.1 This report provides an update on the progress made with the Diversity and Inclusion Strategy and Action Plan approved by this Committee on 1 October 2019.
- 2.2 Key achievements include:
 - on 1 October 2019 Committee approved a new Recruitment and Selection policy which includes the explicit aim that *no person experiences discrimination as part of our recruitment process*;
 - a new unconscious bias training session was launched in March 2020;
 - a new approach to record all prejudice-based incidents was launched in August 2020;
 - a campaign to increase the reporting of diversity information commenced in September 2020; and,
 - five colleague networks have either started or continued meeting and the Council is proud to have colleague networks for Black and Minority Ethnic (BAME) colleagues, carers, colleagues with a disability or long-term health condition, Lesbian Gay Bisexual Transgender plus (LGBT+) colleagues and women.

3. Background

- 3.1 A new Diversity and Inclusion Strategy and Action Plan, with a progress update, was reported to Finance and Resources Committee on 23 May 2019. The Strategy, together with the Action Plan, was subsequently approved by this Committee on 1 October 2019.
- 3.2 The Strategy and Action Plan were developed in conjunction with a focus group which has representation from elected members, trade unions and our colleague networks, including colleagues in our BAME Network.
- 3.3 The Strategy and accompanying Action Plan was also reviewed by the Employers Network for Equalities and Inclusion (ENEI) and incorporated best practice advice and ideas from other external organisations such as Close the Gap, CoSLA and other local authorities.

4. Main report

- 4.1 Aligned to our three strategic pillars of Wellbeing, Poverty and Sustainability, our Diversity and Inclusion Strategy sets out our commitment as an organisation to develop a truly inclusive culture and workplace; one which values and recognises the contribution that a diverse workforce makes.
- 4.2 In addition to our Diversity and Inclusion Strategy, the opportunity has been taken to benchmark our current organisational status in relation to Diversity and Inclusion by the ENEI (Employers Network for Equality & Inclusion) against eight areas: *your workforce; strategy and plan; leadership and accountability; attraction and recruitment; training and development; other employment practices; communications and engagement; and procurement.*
- 4.3 The outputs from the benchmarking exercise will result in further actions being agreed with the focus group and implemented over the next year.
- 4.4 The Diversity and Inclusion Strategy will also be a key theme in the 2020-2023 People Strategy (our next people chapter following on from our 2017-2020 People Strategy).
- 4.5 It was recognised by the Diversity & Inclusion focus group that the Council is on a journey to realise the commitments made in full and agreed that three building blocks will underpin our Strategy and Action Plan:

Strategic Themes	Developing our understanding	Building an inclusive culture	Attracting and retaining a diverse workforce
Blocks	Undertake external D&I benchmarking exercise	Use annual planner to increase visibility and highlight key dates	Review our policies and guidance to ensure best practice
uilding	Campaign to raise awareness and increase rates of equalities data collection	Support and promote new and existing colleague networks	Consider ways to advertise and recruit that will increase workforce diversity
Ensure we meet our Equal Pay commitments			

4.6 Developing our understanding

- 4.6.1 One of the key building blocks to achieving our ambitions of attracting and retaining a diverse workforce that reflects the city is to develop a greater understanding of colleagues currently employed in the Council. A campaign to raise the importance of colleagues disclosing their diversity information commenced in September 2020.
- 4.6.2 The information requested will mirror the 2021 Census data definitions approved by the Scottish Government in May 2020, and it is expected that all local authorities will use this data set moving forward.

- 4.6.3 The decision to wait until the 2021 Census data set was finalised means the Council will be able to benchmark locally and nationally against other local authorities in the future.
- 4.6.4 To build a truly inclusive culture, the Council must be willing to face into and address unacceptable behaviour between colleagues. However, we have previously had no mechanism for colleagues to report, or for the Council to record, prejudice-based incidents (outwith our current policies) within our organisation.
- 4.6.5 In August 2020 the Council introduced a way for colleagues to report all prejudicebased incidents and these are now being centrally recorded.
- 4.6.6 A Council wide campaign proactively supported by the trade unions will continue to market this initiative over the coming year and will adopt a thematic approach to campaigning focused on each protected characteristic.

4.7 Building an inclusive culture

- 4.7.1 Since the introduction of the annual D&I calendar events such as Ramadan, Eid, Carers Week and LGBT History and Pride months have been highlighted to colleagues across the Council. This is a key step in building an inclusive culture and has only been possible because of the incredible support of colleague networks, our collaborative work with trades union colleagues and the willingness of colleagues to write personal stories which increase awareness of their lived experiences.
- 4.7.2 Personal storytelling/lived experiences has generated a lot of positive feedback and discussion and is something we will continue to promote.
- 4.7.3 In the last year, five colleague networks have either started or continued meeting and the Council is proud to have colleague networks for BAME colleagues, carers, colleagues with a disability or long-term health condition, LGBT+ colleagues and women.
- 4.7.4 The Council will continue to embed current colleague networks across the organisation whilst, at the same time, encouraging the development of other networks such as an armed forces family network and an interfaith network.
- 4.7.5 To support colleagues to gain a better understanding of equality issues, and to challenge unconscious bias, we are committed to providing appropriate learning opportunities for all colleagues.
- 4.7.6 A new e-learning module was launched at the end of March 2020 and was accessed over 500 times by colleagues in the first three months.
- 4.7.8 This new module complements a suite of other learning currently available including modules on: equality and diversity; what is equality and diversity; equality law basics; direct and indirect discrimination; bullying and harassment; and achieving equality and diversity.
- 4.7.9 As a learning organisation, the Council has for the past year been part of a 'shadow group' observing and learning from local authorities participating in the Equally Safe

At Work employer accreditation pilot programme run by Close the Gap. This work will further inform our thinking in relation to gender equality.

4.8 Attracting and retaining a diverse workforce

- 4.8.1 On 1 October 2019 Committee approved a new Recruitment and Selection policy which includes the explicit aim that *no person experiences discrimination as part of our recruitment process*.
- 4.8.2 To support the embedding of the Recruitment and Selection policy, new guidance and e-learning offerings for recruiting managers were created. In line with the previous policy it is mandatory for all recruiting managers to 'pass' the e-learning module before they undertake any element of the recruitment process.
- 4.8.3 A review of the content on MyJobScotland has been undertaken resulting in a more inclusive approach to the language used, aimed at encouraging a more diverse range of applicants.
- 4.8.4 We are continually reviewing our job profiles to ensure inclusive language and are looking at ways of attracting more diverse applicants to posts which are traditionally 'segregated occupations' including Twitter, LinkedIn and targeted campaigns on social media.
- 4.8.5 In addition to one off recruitment activities, the Council is looking at developing a longer-term pipeline of talent in critical roles. This includes working in partnership with Education Scotland, Moray House, Skills Development Scotland and Police Scotland to look at how it increases diversity in the education and youthwork workforce. The work is in its early stages but will involve, for example, collaboration with higher education providers to promote education and youthwork as career options for undecided students, awareness raising campaigns and active targeted recruitment strategies.
- 4.8.6 We have worked in partnership with the Council for Ethnic Minority and Voluntary Organisations (CEVCO) to run a virtual recruitment / awareness raising event to promote 60 early years posts which we recruited to in August / September 2020.
- 4.8.7 In collaboration with Trade Union Equality Representatives, guidance was launched for managers in March 2020 to help them provide better support to colleagues who are experiencing symptoms associated with the menopause.
- 4.8.8 Draft guidance for supporting colleagues who are transitioning has also been produced and will be issued later this year.

5. Next Steps

5.1 The focus group comprising elected members, trade unions, network colleagues and officers will continue to meet to support the implementation of the Diversity and Inclusion Strategy and Action Plan.

- 5.2 In August and September 2020 two significant campaigns commenced. The first of which encouraged colleagues to report and record prejudice-based incidents through their line manager; the second encouraged all colleagues to update their diversity information. These campaigns will initially run for 12 months.
- 5.3 Further work will continue to embed the good work achieved over the previous 12 months and also to develop stronger relationships both internally and externally to assist us in achieving our aspirations of building a truly inclusive culture.

6. Financial impact

6.1 Any associated costs will be contained within current budgets.

7. Stakeholder/Community Impact

- 7.1 The Diversity and Inclusion Strategy and Action Plan was developed in collaboration with elected members, trade unions, colleague networks and other council officers.
- 7.2 The Council also seeks input from external partners such as the ENEI, Close the Gap and CoSLA as appropriate.

8. Background reading/external references

- 8.1 Diversity and Inclusion Strategy and Action Plan 1 October 2019
- 8.2 Recruitment and Selection Policy 1 October 2019.

9. Appendices

N/A

Policy and Sustainability Committee

10.00am, Tuesday 6 October 2020

Council Response to the Scottish Parliament's Call for Views on the Heat Networks (Scotland) Bill

Item number
Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee agree the consultation response.

Andrew Kerr

Chief Executive

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Report

Council Response to the Scottish Parliament's Call for Views on the Heat Networks (Scotland) Bill

2. Executive Summary

- 2.1 This report provides a summary of the proposed Council response to a call for views made by the Scottish Parliament's Economy, Energy and Fair Work (EEFW) Committee on the Heat Networks (Scotland) Bill.
- 2.2 The report also notes that heating, and the systems and energy used to provide it, are a crucial aspect of our 2030 net zero target. Heat networks, in combination with a range of heat and energy generation models, are a key consideration of our work to develop a 2030 Sustainability Strategy for the city.

3. Background

- 3.1 In March 2020, the Scottish Government introduced the Heat Networks (Scotland) Bill to the Scottish Parliament. This was followed by a call for views by the Scottish Parliament's EEFW Committee. The Committee is accepting responses until the end of November.
- 3.2 Heat networks (sometimes also known as 'district heating') supply heat from a central source and delivers it to a number of domestic or non-domestic buildings, via a network of underground pipes carrying hot water. They can vary in size and serve various combinations of building types with new heat demands and heat sources added to a network over time.
- 3.3 It is estimated that there are more than 830 heat networks currently operating in Scotland, however studies suggest that only around 1% of Scotland's total heat demand (hot water and space heating) was met by heat networks in 2018.
- 3.4 The heat network sector is currently unregulated, and the overarching aim of this Bill is, according to Scottish Ministers, "to encourage greater deployment of heat networks in Scotland, in order to help reduce emissions from heating homes and buildings".
- 3.5 The overarching aim of this Bill will introduce licensing and regulating arrangements of heat networks including, making applications, identifying exemptions, granting licenses, and setting up heat network zones. For local authorities, additional duties

- will be allocated to consider undertaking the designation of heat network zones. Further duties will also be placed on public sector building owners (including Councils) to assess the viability of connecting their building to a heat network and to report to their local authority and Scottish Ministers to enable appropriate zoning and to encourage connection networks.
- 3.6 From September 2017 to March 2019, Edinburgh was one of 13 Local Authority areas that undertook a Scottish Government pilot scheme on Local Heat and Energy Efficiency Strategies (LHEES) with guidance produced for designing heat networks in challenging settings. The learning from this pilot is being applied as the Council considers the potential for developing heat network opportunities across the city, within the context of current and future development and retrofit activity.
- 3.7 Domestic and commercial heating, and the systems and energy used to provide it, are a crucial aspect of our 2030 net zero target. Heat networks, in combination with a range of heat and energy generation models, are a key consideration of our work to develop a 2030 Sustainability Strategy for the city and this is being informed by a range of work already underway.
- 3.8 The Council's existing local development plan identifies heat network opportunities and the Council is currently assessing the potential for heat networks with partners at sites including Bioquarter, Fountainbridge, Meadowbank and Granton. This will include considering the viability and economy of utilising energy from waste generated by the Millerhill facility to service a heat network for the Bioquarter development. City Plan 2030 will integrate this work and provide policies to help secure more energy efficient heating solutions within new developments.
- 3.9 Both mapping and pilot work have helped to identify opportunities for developing shared networks with partners, including the University of Edinburgh, who (along with the Council) are one of the largest building owners in Edinburgh. Key areas of focus include considering the scope for heat network development to also secure fair and green employment opportunities and contribute to tackling poverty across the city. The Council is also working with neighbouring authorities such as Midlothian to share learning in this area.
- 3.10 Challenges the Council faces in developing heat networks include the limitations associated with historic building infrastructure; the requirement for evenly distributed demand across a 24-hour period to secure efficiency; the technology required to join existing heat networks without losing heat performance; and citizen perception of reliability and cost-effectiveness. There is also a need to continually assess the performance and best value of heat networks when compared to other technologies such as solar PV as these technologies evolve and improve.
- 3.11 The Council's Healthy Clean Cities programme, funded through Climate KIC, will be utilised to explore these challenges as part of the 'tests of change' being scoped with Climate KIC design partners. Specifically, tests of change focused on energy efficient community retrofit and the Granton Waterfront Development will consider innovative approaches to heat and energy generation within the context of carbon

neutral place-making. Further detail is available in the 'Sustainability Programme Update' report approved by Policy and Sustainability Committee on 23 July 2020.

4. Main report

- 4.1 This Parliamentary call for views centres on seven key questions in response to the Bill's proposals (in bold), with a final question asking for additional comments. A brief summary of the Council's responses is included below each proposal.
- 4.2 Overall, the Council's response highlights that ultimately there is no 'one size fits all' solution to setting up heat networks in Scotland. It is paramount that 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 future, around economic change, as well as future health and climate emergencies.

The most relevant Part(s) of the Heat Networks Bill and its impact on the Council

- 4.3 Parts 3 and 5 are of a particular focus as respective duties are placed on Local Authorities and public sector building owners.
- 4.4 The Council is concerned that Part 3 will place new duties on Local Government that will incur capacity, financial and technical implications, and Part 5, which will create new and additional administrative costs for Local Authorities and public sector partners.

The definition of heat networks used in Section 1 of the Bill

- 4.5 Further clarification of Section 1(7) of the Bill is proposed by the Council. This is the circumstances in which Scottish Ministers would modify the regulations to further define the meaning of "heat network", "district heat network" or "communal heating system".
- 4.6 The definition could also be further enhanced for Local Authorities by emphasising the importance of utilising renewables in heat networks, and providing scope for the potential of emerging technologies that may suit small scale community heat systems.

The priorities of this Bill, including transition to low-carbon or renewable energy, tackling fuel poverty, and ensuring consumer protection.

- 4.7 The Council welcomes the spirit and intentions of the Bill, particularly in its efforts to push towards transitioning to a low carbon economy, tackling fuel poverty and ensuring consumer protection. However, there are concerns that greater detail is required, especially in looking at how this legislation will work in the long-term, including:
 - 4.7.1 How this Bill complements and works with existing and planned legislation on energy efficiency and fuel poverty.

- 4.7.2 The financial challenge of providing sustainable low carbon solutions in replacing the low cost of gas in public sector and domestic buildings, primarily at a time of economic uncertainty.
- 4.7.3 Whether or not the Green Heat Networks Fund will be adequate to support the heat network ambitions.
- 4.7.4 How the Scottish Government will balance this Bill with its existing energy efficiency programme.

The licensing regime as envisaged by the Bill.

4.8 The Council recognises that the Bill provides a framework for the assignation and control of licences. However, a more robust definition of the types of licences to be issued is required to better understand the level, and scale and associated costs of the mechanisms that can be utilised to promote the creation of low carbon heat networks.

The approach taken with Heat Network Zones (in Parts 3 and 4 of the Bill).

- 4.9 There is a lack of clarity in the Bill on the requirement for Local Authorities to designate heat zones within their area, including what constitutes "an area" and under what circumstances Scottish Ministers would designate an area as a heat zone.
- 4.10 Under Section 38, on Local Authorities carrying out a review on the potential of an area or areas being designated a heat network zone, it is not evident if any funding or resources will be provided for Local Government to achieve this.
- 4.11 There are further concerns that creating additional duties that are unfunded could be disadvantageous to local government and have a knock-on effect on communities. If Councils are expected to balance current demands with additional priorities without supplementary funding or resources, then it is highly likely that this will cause an adverse impact across service areas.

The impact of the Bill on local authorities, including the assessment of the suitability of their own buildings and also the power to designate heat network zones.

- 4.12 Given the growing demands on Local Government budgets and resources, it is clear that further pressures on local authorities must be matched with appropriate support.
- 4.13 If Local Authorities are to assess their own buildings and designate heat network zones, then additional financial support will be required from the Scottish Government to enable this work to be carried out.
- 4.14 For Section 40, which allows Scottish Ministers to designate a heat network zone, either following a Local Authority request, or on their own initiative, the Council proposes that legislation should be set out on what the conditions are surrounding a zone being designated.

- 4.15 Clarification on further funding mechanisms or financial support and technical and professional support that could be provided to Local Government and partners is required.
 - The extent of powers in Part 6 of the Bill for the compulsory acquisition of land and wayleave rights; to survey land for the purpose of construction or operating a heat network, and to access land in order to carry out repairs.
- 4.16 The Council identifies that this seems to be an approach that is described with bringing heat networks in line with the current arrangements the compulsory acquisition of land and wayleave rights that utility companies have.
- 4.17 There is clearly a balance in this part of the Bill, especially with the provision of compensation and removal of assets should they no longer be used. As the infrastructure that will be subject of wayleave will be largely hidden, the installation should provide a temporary inconvenience that will be worth bearing for the benefits it will provide.

Additional comments

- 4.18 The City of Edinburgh Council welcomes the intention of the Bill to create a more co-ordinated and strategic approach to heat generation as part of the transition to a low carbon Scotland.
- 4.19 The Council understands that this Bill will allow Local Authorities greater flexibility to develop heat networks that will be beneficial for communities by enhancing energy efficiency, tackling fuel poverty, reducing carbon output and improving citizens' health and wellbeing.
- 4.20 It is apparent that the development of heat networks chimes with aspects of the Council's 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.
- 4.21 Local Authority will have their own unique challenges that will require flexibility within the heat networks legislation to allow local solutions to be developed for local demands and priorities. This cannot be a 'one size fits all' solution.
- 4.22 The city centre of Edinburgh, for example, has key challenges of implementing heat networks within and around the sensitivity of the historic built environment and architecturally significant listed buildings. It is imperative that the core principles of conservation and sustainability are aligned, and any projects that are devised and developed must reflect the distinctiveness of surrounding environments.
- 4.23 To enable the capacity of Local Authorities to effectively deliver the proposals presented in the Bill, the Scottish Government must build in appropriate financial and support resources to boost the roll out of heat networks.
- 4.24 As a final point, the City of Edinburgh Council is keen to work with both the Scottish Government and the Scottish Parliament to put in place a workable Heat Networks Bill that supports a green recovery and benefits from place-based climate action.

4.25 A full draft Council response to this call for views are provided in Annex A to this paper.

5. Next Steps

5.1 The Consultation response will be submitted to the Parliament following approval by Policy and Sustainability Committee.

6. Financial impact

6.1 There is no financial impact associated with this report.

7. Stakeholder/Community Impact

7.1 The response has been drafted with reference to the Local Governance Review consultation response; the Scottish Parliament's Green Recovery Inquiry consultation response; the Economy Advisory Board Consultation and the Edinburgh Climate Commission report endorsed by Committee.

8. Background reading/external reading

- 8.1 Heat Networks (Scotland) Bill
- 8.2 Policy and Sustainability Committee, 23 July 2020 <u>Council response to Edinburgh</u>
 <u>Climate Commission and Sustainability Programme Update</u>

9. Appendices

Appendix: Consultation response

Appendix

EEFW/S5/20/HN/

ECONOMY, ENERGY AND FAIR WORK COMMITTEE
HEAT NETWORKS (SCOTLAND) BILL
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.

If you wish to request that your submission be published without your name, please contact the Clerks at the following email address: economyenergyandfairwork@parliament.scot

Before making a submission, please read our privacy notice about submitting your views to a Committee: **Privacy Notice**. This tells you about how we process your personal data.

Heat Networks (Scotland) Bill

1. Which part of the Heat Networks Bill is of most relevance to you or your organisation, why, and what do you consider its impact will be?

This consultation is very timely and welcomed by the City of Edinburgh Council. We note that all parts of the Bill are of relevance, but as a local authority, we focus on Parts 3 and 5, which respectively:

- place a duty on local authorities to consider undertaking the designation of heat network zones, and
- place a duty on public sector building owners to undertake an assessment of the suitability of their building stock to connect to a heat network.

However, we are concerned that:

- Part 3 will place new duties on local government which will incur capacity, financial and technical implications, and
- Part 5 will create new administrative costs for local government and public sector partners.

2. Are you content with the definition of heat networks used in section 1 of the Bill? (If not, please elaborate.)

The definition would benefit further by:

• Clarifying Section 1(7) as to under what circumstances Scottish Ministers would modify the regulations to further define the meaning of "heat network", "district heat network" or "communal heating system".

It is understandable that Scottish Ministers will want to provide scope to future proof this legislation, however, without providing clarification, this leaves the definition and the circumstances under which it could be re-visited open to future interpretation in a way which could prove unhelpful.

As such, regulations, which may allow modification must be clearly defined from the outset. This is already utilised in other pieces of legislation, and Section 1(5) of the Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act 2019, is a recent example, which states the specific reasons for which Ministers can amend definitions. The Heat Networks Bill would benefit from a similar provision being included.

Furthermore, in terms of future proofing, the following points should also be added to further enhance the definition of heat networks:

- The importance of utilising renewables in such systems, and
- The inclusion of potential emerging technologies that may suit small scale community heat systems.

These additional features will extend the capacity of the Bill so that heat networks will be of greater value to communities across Scotland in the future as we work towards augmenting our use of renewables and newer technologies on a greater scale.

3. Previous consultations have identified different priorities for this legislation – including transition to low-carbon or renewable energy, tackling fuel poverty, and ensuring consumer protection. To what extent do you think such priorities are reflected – and balanced – in the Heat Networks (Scotland) Bill?

While the spirit of the Bill's priorities is seen to be along the right lines, such as transitioning to a low carbon economy, tackling fuel poverty and ensuring consumer protection. It must be stressed that a range of unanswered questions and unintended consequences must first be considered and explored in greater detail, particularly in looking at this in future years:

 Firstly, more clarity is needed on how this legislation fits in with other proposed Bills, including on Local Heat and Energy Efficiency Strategies (LHEES) and what funding and support (or other resources) there will be to enable local authorities to produce or implement this Bill and a LHEES.

- Secondly, there is also the financial challenge of providing sustainable low carbon solutions in replacing the low cost of gas in public sector and domestic buildings.
 For local authorities this may come at a time when local government faces further cuts to budgets, and for householders this may affect those who are struggling to pay their bills as inflation rises but wages stay constant.
- Thirdly, the Green Heat Networks Fund will apply in Scotland and be made available from 2022. It would be helpful to understand whether the Scottish Government considers that the scale of funding that will be available will be adequate to support its heat network ambitions and the relationship between funding and low-carbon requirements in the Bill or subsequent regulations.
- Finally, fuel poverty is proposed as an assessment criterion for both heat network consents and zone assessments, with the detail left to secondary legislation. Although the Council supports this approach, we would like greater clarity regarding how Scottish Government incentives and regulation to drive energy efficiency (e.g. through the Energy Efficient Scotland Programme) in domestic and non-domestic buildings will integrate with the Bill.

It is imperative that this Bill should enable heat networks to be successfully developed to have the potential to play a significant role in Scotland's green recovery and just transition. Yet, we believe that in its current form, the priorities need to progress further, and we recommend the above points as key aspects to consider.

4. What are your views on the licensing regime as envisaged by the Bill?

Although the licensing regime proposed in the Bill provides the starting point for a framework for the assignation and control of licences, with ongoing monitoring and enforcement where necessary, to be developed. It is apparent that a more robust definition of the types of licences to be issued is required to better understand the level and scale of the mechanisms that can be utilised to promote the creation of low carbon heat networks.

5. What is your opinion of the approach taken with Heat Network Zones (see parts 3 and 4 of the Bill)?

In its current form, there is a lack of clarity in the Bill on the requirement for local authorities to designate heat zones within their area, including what constitutes "an area" and under what circumstances Scottish Ministers would designate an area as a heat zone.

Care must also be taken not to overload local authorities in the process of reviewing and assigning zones. Under Section 38, on local authorities carrying out a review on the potential of an area or areas being designated a heat network zone, it is not evident if any funding or resources will be provided for local government to achieve this. Likewise, in Section 38(2a), it is not clear if zones established or identified in a local authority LHEES will be considered sufficient to meet with the requirement set out.

Accordingly, more detail is required in this Bill to better understand what impact the designation of an area as a zone would have on the installation of alternative heat provision that is not linked to a heat network.

Overall, we propose that further guidance on identifying opportunities to work collaboratively with adjacent local authorities would also be helpful, particularly as Councils across the country are engaged in developing joint working, particularly on infrastructure projects, through the City Region Deals programme.

6. How will the Bill impact on local authorities? (In terms both of the assessment of the suitability of their own buildings and also the power to designate heat network zones)

Given the growing demands on local government budgets and resources, it is clear that further pressures on local authorities must be matched with appropriate support. If local authorities are to assess their own buildings and designate heat network zones, for example as part of the development of a LHEES, then additional financial support will be required from the Scottish Government to enable this work to be carried out.

Support too will determine the number of zones that local authorities will have the capacity to establish. Although local authority Planning departments can currently use heat map and Energy Performance Certificate (EPC) data to identify potential district heat networks, it is more than likely that additional resources and skillsets will be required to allow for sufficient evaluation of submissions for licenses and permits, which will become an additional cost to local authorities.

Attention in particular is drawn to Part 5 of the Bill, which set out network zoning. As zoning means that designated areas can switch to district heating by default, as proposed in the Bill, domestic homes may be required to be given notice to switch to such a scheme when their existing heating fails and needs replaced, or by a specified deadline. Reflecting on zoning trials through the Scottish Government pilot scheme, Local Heat and Energy Efficiency Strategies (LHEES), it is apparent that zoning can be a demanding process for local authorities, in terms of finance, resources and staffing, therefore Councils will require additional financial and resources support to initiate any schemes effectively.

On a technical point, it would be helpful to have clarity around Section 40 on allowing Scottish Ministers to designate a heat network zone, either following a local authority request, or on their own initiative. We propose that Scottish Ministers should set out in legislation what the conditions are conditions surrounding a zone being designated.

Moreover, it would also be helpful to understand how local authorities will be supported in carrying out actions as a result of this Bill. Financial support from LHEES is just one part of the solution. However, it will be necessary to have clarification of other funding mechanisms or financial support and technical and professional support that could be provided to local government and partners.

7. Part 6 of the Bill confers powers for the compulsory acquisition of land and wayleave rights; to survey land for the purpose of construction or operating a heat network, and to access land in order to carry out repairs. What do you think of the extent of the powers in the Bill for licensed heat network operators (similar, in some respects, to those of utility companies)? Has a balance been struck with the rights of others (property rights for example)? If not, what would that balance be?

This seems to be an approach that is described with bringing heat networks in line with the current arrangements the compulsory acquisition of land and wayleave rights that utility companies have. There is clearly a balance in this part of the Bill, especially with the provision of compensation and removal of assets should they no longer be used. As the infrastructure that will be subject of wayleave will be largely hidden, the installation should provide a temporary inconvenience that will be worth bearing for the benefits it will provide.

8. Please feel free to provide your views on any other aspects of the Bill or the policy aims underpinning it if not covered above.

The City of Edinburgh Council welcomes the intention of the Bill to create a more coordinated and strategic approach to heat generation as part of the transition to a low carbon Scotland. Indeed, from September 2017 to March 2019, Edinburgh was one of 13 Local Authority areas that undertook a Scottish Government pilot scheme on Local Heat and Energy Efficiency Strategies (LHEES) with guidance produced for designing heat networks for the Royal Mile and Old Town areas.

Our reading of heat networks in this Bill chimes with aspects of our 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.

In particular, we propose 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. Consequently, heat networks present ample opportunities to deliver on these issues and more.

Yet, we cannot allow this to be just a statement of intent.

To enable the capacity of local authorities to effectively deliver the proposals presented in the Bill, the Scottish Government must build in appropriate financial and support resources to boost the roll out of heat networks.

As a final point, the City of Edinburgh Council is keen to work with both the Scottish Government and the Scottish Parliament to put in place a workable Heat Networks Bill that supports a green recovery and benefits from place-based climate action.

We know that the advantages 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 and together we welcome the Bill's recognition that that there are concomitant opportunities and benefits for heat networks in communities across Scotland.

Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Concurrent Risks Resilience Planning

Item number
Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Committee members are asked to note the latest position with regard to resilience planning.
- 1.2 Committee members are asked to note the update on resilience planning for concurrent risks.
- 1.3 Committee is recommended to refer this report to the Governance, Risk and Best Value Committee.

Andrew Kerr

Chief Executive

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Report

Concurrent Risks Resilience Planning

2. Executive Summary

2.1 In response to the current civil contingencies risk landscape, this report outlines the latest position with regard to the Council's approach to resilience planning, which is being adapted following lessons learned from Covid-19 and the need to plan for a number of concurrent risks. This includes the introduction of a number of new resilience documentations and processes that have been developed.

3. Background

- 3.1 The current resilience risk landscape is unparalleled in recent times in its complexity and potential impact on the Council and the City. As there is a high risk of having to respond simultaneously to multiple incidents over the next twelve to eighteen months, potentially for an extended period, a clear need has arisen for a new all-risks approach focused on interdependencies, best use of limited resources and governance, that also ensures those involved in any Council incident response are clear about what they need to do to respond to and recover from incidents.
- 3.2 There are a number of resilience scenarios that have a relatively high risk of occurring over the next twelve to eighteen months, including:
 - further waves of Covid-19 or an associated strain;
 - No-Deal Brexit;
 - periods of severe weather with associated disruption to the council, critical infrastructure and the city; and
 - an incident involving direct care for people, such as a fire, flooding or other cause leading to displaced people.
- 3.3 The council's approach to resilience planning has traditionally been plan-based, either 'generic' (the Council Emergency Plan and the Council Business Continuity Plan), 'scenario-specific' (Severe Weather Resilience Plan, Covid-19 Resilience Plan, Brexit Resilience Plan, etc), or statutory (Dalmeny Off-Site Emergency Plan).
- 3.4 This approach has meant that the Resilience service has developed and maintained a large number of plans. As they are designed to be standalone, they tended to be

- lengthy, somewhat repetitive and took a single, rather than a concurrent, risk approach.
- 3.5 Plans often did not take cognisance of potential multiple incidents occurring simultaneously. Although the Council has responded to situations where more than one incident type has occurred at once, for example, systems interruptions during 'Beast from the East' (February to March 2018), these have been relatively modest and short-lived disruptions.
- 3.6 Although the current resilience landscape is very challenging, it has provided an opportunity to enhance the council's resilience processes and adaptiveness.

4. Main report

- 4.1 The reasons for shifting the Council's approach to resilience planning from a planbased approach to a protocol-based approach (with supporting additional documentation) include the following:
 - 4.1.1 previous plan methodology did not take cognisance of multiple incidents occurring simultaneously;
 - 4.1.2 previous plans, which were designed to be standalone, contained large amount of information that was repeated across all plans;
 - 4.1.3 there was a demonstrable need for easy-to-follow, practical protocols and decision-making frameworks that are straightforward to use in an incident response situation;
 - 4.1.4 maintenance of the previous suite of more than 50 plans and protocols was overly bureaucratic, resource intensive and confusing to users; and
 - 4.1.5 there was a clear need for a more flexible, adaptive approach to incident management which would enhance the Council's resilience.
- 4.2 Debriefs provided important feedback, which supported the evolution of resilience planning. This information indicated that most target users of the Council's previous resilience plans benefited most from practical elements, eg protocols, decision-making tools and specific procedures about how to respond. This was a key factor in moving to a protocol-based approach.
- 4.3 In addition, the interim debrief for Covid-19 highlighted a number of aspects, with the Council's incident response indicating high approval, including existing incident management structures. These lessons identified have been incorporated into the new approach to resilience planning for a range of concurrent risks, including Covid-19.
- 4.4 The new approach has several benefits, as it will:
 - 4.4.1 build on the council's current resilience governance and key workstreams;
 - 4.4.2 align with the priorities of the Adaptation and Renewal Programme;

- 4.4.3 enable a flexible approach that can adapt to services contracting and expanding their service delivery levels in response to incidents;
- 4.4.4 provide chief officers, senior managers, Resilience and other responding officers the information and tools to better enable efficient, coordinated incident management;
- 4.4.5 prioritise the concurrent risks the council is likely to face over the next twelve to eighteen months; and
- 4.4.6 provide a clear and transparent audit trail of the council's preparations for each resilience risk / scenario.
- 4.5 The Council Leadership Team (CLT) agreed the new approach to concurrent resilience risks on 8 July 2020, with Covid-19 work to be prioritised, followed by No-Deal Brexit planning.
- 4.6 Since July, the Council's Resilience service, with key officers, has adapted its approach to resilience planning and response, including documentation and processes to enable it to flexibly and more efficiently respond to current challenges by undertaking concurrent resilience risk planning based on protocols, scenario planning and decision-making frameworks.

Covid-19 Future Waves, Restrictions and Outbreaks

- 4.7 The Council's incident management structure was activated on 3 February 2020 and the Council Incident Management Team (CIMT) continues to meet twice a week.
- 4.8 Using lessons learned from an interim council debrief, scenario planning, good practice from other local authorities and scenario planning to anticipate potential risks, a suite of protocols, action checklists and supporting information for Covid-19 future waves / potential restrictions and lockdown have been developed:
 - Building Manager Action Checklist
 - Notification and Escalation of Council Covid-19 Cases Protocol
 - Excess Deaths / Mortuary Arrangements Protocol
 - Further Wave Potential Settings
 - Health Incident Management (Covid-19)
 - HR (FAQs, Advice and Guidance)
 - Mobile Testing Unit Protocol
 - Procurement Protocol
 - Strategic and Tactical Action Grid (Covid-19)
- 4.9 The Resilience service has developed a series of Scenario-Based Action Plans, based on Covid-19 related incidents that have occurred in other local authority areas. These are:
 - partial city area / sectoral shutdown;
 - school(s) closure;

- movement restrictions;
- full city lockdown; and
- temporary cessation / impact on Council services.

Restrictions may be a combination of the above.

- 4.10 Each Scenario-Based Action Plan details relevant scenario-specific risks, considerations and opportunities as well as suggested scenario-specific actions.
- 4.11 Lessons identified, including from other local authorities in Scotland, where available, have been incorporated.
- 4.12 Generic response actions and considerations are also provided and these include:
 - response phases, triggers and actions, including council and council involvement in multi-agency incident management groups;
 - generic risks associated with a Covid-19 response;
 - strategic recovery principles, as agreed at the time of the initial UK lockdown;
 and
 - a Resilience Hub on MS Teams, which includes the council's agreed Covid-19 protocols.
- 4.13 Risks, controls and actions have been aligned with those included in the Covid-19 Risk Management Plan.
- 4.14 All scenarios and associated information has been discussed and agreed at a meeting attended by key council specialists from across the Council, along with Health Protection Lothian.
- 4.15 The scenarios, along with other relevant council Covid-19 documentation, was tested at a multi-agency workshop hosted by NHS Lothian on 16 September 2020.
- 4.16 A scenario planning challenge session to test the council's Covid-19 preparations and resilience documentation, took place at the Council Leadership Team on 30 September.

No-Deal Brexit

- 4.17 The current governance arrangements for Brexit planning include an Officers' planning subgroup of the Council Resilience Group and a Cross-Party Brexit Working Group, chaired by the Council Leader. It is recommended that the latter group ceases and, pending approval by Elected Members, that planning is taken forward through the Council Resilience Group and the Adaptation and Renewal all Party Working Group to ensure an all-risks concurrent planning approach.
- 4.18 Building on the significant work to date, particularly with regard to people and supply chains, planning for a No-Deal Brexit is being accelerated and undertaken

- against the backdrop of likely Covid-19 scenarios and impacts to ensure that planning is fully integrated.
- 4.19 The Council Leadership Team is considering Brexit as a standing agenda item alongside the Covid-19 response updates.
- 4.20 Officers continue to monitor the negotiations closely and the cross-council officers' Council Resilience Group Brexit Resilience Subgroup is reviewing current risks, relevant audit actions and considering actions before submission to the Council Leadership Team later this month.

Contingency Governance Arrangements

- 4.21 The Policy and Sustainability Committee on 6 August 2020 agreed to request a briefing in September clarifying the process for a possible phased reduction in Committee activity, making clear how any decisions would be taken, who would take those decisions, and under what circumstances.
- 4.22 The paper sets out the proposed arrangements, including decisions that would be taken by both elected members and officers.

Severe Weather Planning

- 4.23 Severe winter weather planning is well underway with relevant council teams, including Roads Services and the wider tactical winter weather planning group.
- 4.24 Rotas for winter treatment and the tactical rota for wider response (eg use of contractors) are being finalised.
- 4.25 Resilience is working with Communities and Families to review and update Ready for Winter planning documents, agree a communications strategy and coordinate requirements of rock salt for schools.
- 4.26 Partnership working is underway to ensure that winter maintenance arrangements are in place for the Covid-19 testing site near Edinburgh Airport.
- 4.27 Winter maintenance plans for priority routes are being finalised.

Other Incident Response Tools and Considerations

- 4.28 All documentation is available on a designated Resilience Hub on MS Teams, to allow chief officers, designated senior managers and officers with a designated resilience responsibility to access information quickly and remotely.
- 4.29 To ensure the new resilience approach aligns with wider strategic transformation, resilience issues are being regularly considered as a standing item at Adaptation and Renewal Programme Boards. This will also ensure that decision-making takes cognisance of resilience matters and interdependencies potentially affecting the council's resilience.
- 4.30 Digital Services is currently testing the Protect Scotland app, with Resilience as test users, for automatically deploying the app to council mobile phones.

4.31 The need for a Virtual Command Centre (VCC), which reflects the degree of remote working in the council, was agreed by the Council Leadership Team on 16 September 2020. The VCC would be commanded by a strategic lead, normally by the Chief Executive, his designated deputy, or the Chief Officer On Call, operate at a tactical level out of normal working hours, coordinated by the Resilience service, calling on on-call officers from a range of specialist areas as required. This would complement existing notification and escalation protocols.

5. Next Steps

- 5.1 The Resilience service is working with Digital to confirm an Instant Messaging App for notification and updating of officers involved in incident response as part of the VCC protocols.
- 5.2 Resilience data, primarily from Business Impact Analysis (BIAs) is being kept updated as far as current circumstances and resources allow. Data will continue to be input and maintained on Continuity2, the council's agreed and automated Resilience Incident Management System.
- 5.3 Relevant protocols are being shared and publicised through internal channels such as Managers' News, for examples, Notification and Escalation of Council Cases (Covid-19) to ensure consistency of approach and this is being continually reviewed.
- 5.4 The council's Rest Centre Plan is being reviewed to ensure social distancing and other relevant Covid-19 safety measures are incorporated. This is due to be considered at the Council Care for People Group on 6 October 2020.1
- 5.5 Severe Weather protocols are being developed by Resilience, in conjunction with key officers, and are scheduled for consideration by CLT by 1 November 2020.
- 5.6 A review of planning for No Deal Brexit is scheduled to be undertaken by the Council Leadership Team mid-October to review associated risks, controls, consider scenarios and relevant mitigating action.
- 5.7 Lessons and gaps identified from the challenge session at the Council Leadership Team to test the Council's Covid-19 documentation are being addressed and changes are due to be signed off by CLT on 7 October.
- 5.8 Following good practice, all resilience planning documentation will be kept under continual review, including to incorporate any lessons identified from other local authorities.

6. Financial impact

None.

7. Stakeholder / Community Impact

- 7.1 The scenarios covered as concurrent risks in this report are likely to have a significant impact on a local, and in the case of Covid-19, UK-wide basis.
- 7.2 The Resilience service is working closely with Risk to determine gaps in directorate-level protocols, on a concurrent risk basis. In conjunction with the Resilience service, the weekly Risk Forum is assessing the potential impact of key resilience incidents (including further Covid-19 waves/ local outbreaks; flu epidemic; No Deal Brexit; severe weather; care of displaced people; and civil disorder) that have a high to medium probability of occurrence on the Council's current risk profile. Each directorate is assessing the impact of each event on the Council's nine Covid-19 strategic risks and the twelve risks currently included in the Corporate Leadership Team risk register. The outcomes will be consolidated to present a holistic view of the impact on the Council's risk profile.

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None.

9. Appendices

None.

Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

West Edinburgh Update

Executive/routine Executive Wards 1, 2, 3, 7

Council Commitments <u>2, 4, 6, 7, 10, 18, 19</u>

1. Recommendations

- 1.1 Policy and Sustainability Committee is asked to:
 - 1.1.1 Note the progress made to date in delivering infrastructure improvements in the West Edinburgh area;
 - 1.1.2 Note the progress made in discussions with Edinburgh Airport Ltd and the current position on the new link road;
 - 1.1.3 Note the findings of the Phase 1 report of the West Edinburgh study on inclusive and sustainable growth; and,
 - 1.1.4 To agree the approach for Phase 2, to develop a vision for West Edinburgh and recognise the importance of aligning this with the preparation of the proposed City Plan 2030, and to refer the report to Council to authorise the Executive Director of Place to enter into this contract.

Paul Lawrence

Executive Director of Place

Contact: David Cooper, Commercial Development and Investment Manager

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Report

West Edinburgh Update

2. Executive Summary

2.1 This report provides an update on recent progress and developments including the spatial study for West Edinburgh to maximise inclusive and sustainable growth. The output from Phase 1 of the study is now complete and is provided in Appendix 1. The report also explains that Phase 2 of the study will be developed alongside the preparation of the proposed City Plan 2030 and provides an update on the infrastructure needed to support planned growth in this area.

3. Background

Committee Activity

- 3.1 At a meeting of 30 August 2018 a <u>motion</u>, as amended, requested that the Housing and Economy (now Housing, Homelessness and Fair Work) Committee be presented with information on West Edinburgh and options for accelerating infrastructure delivery, in particular the new airport link road.
- 3.2 On the <u>24 January 2019</u> a report was provided setting out high level options for delivery of a new link road and advising of the ongoing discussions with Edinburgh Airport Ltd.
- 3.3 It was agreed following the revision of Committee remits in 2019 that this work would be reported to Policy and Sustainability Committee given its cross cutting and strategic nature. A report was provided on <u>1 October 2019</u>.
- 3.4 An All Party Oversight Group (APOG) for West Edinburgh has been established.

West Edinburgh - Overview

3.5 Proposals for the development of West Edinburgh were originally established in May 2008, when the Scottish Government published the West Edinburgh Planning Framework (WEPF), which identified the area as being of national importance in terms of economic development potential. In order to support these proposals, the West Edinburgh Transport Appraisal (WETA) was undertaken and was published in February 2010. It set out a phased approach to how development in the area might progress which informed transport demand and the package of infrastructure required.

- 3.6 West Edinburgh has remained as strategic development area since this time and this is reflected in the current National Planning Framework, the South East Scotland Strategic Development Plan and the Edinburgh Local Development Plan. The WETA has also been revisited as plans have evolved and the most recent refresh was completed in December 2016.
- 3.7 The WETA was developed in partnership with other stakeholders in the West Edinburgh area and there is general agreement that the infrastructure identified is the right package to support growth in the area. Since the West Edinburgh Planning Framework was first developed the tram and the Edinburgh Gateway Station, which were identified as necessary improvements, have subsequently been delivered.
- 3.8 In terms of progress made with development delivery, this has been limited and is largely due to the slow economic recovery since the last recession and the fact that the significant development areas are not infrastructure ready. Edinburgh Airport has, however, undergone significant change during this period and the growth in passenger numbers was closely following the predictions set out in WETA (although this has been dramatically interrupted by Covid-19).
- 3.9 A sizeable area of West Edinburgh is identified within the Local Development Plan for Edinburgh as a Strategic Development Area. This also includes three Special Economic Areas which are areas "of national or strategic economic importance, providing or with the potential to provide a significant number of jobs"; those areas being Edinburgh Airport, the Royal Highland Centre and the International Business Gateway.

4. Main report

Development Update

- 4.1 There are a range of ownerships across the area broadly identified as West Edinburgh and consequently there is a variety of land uses, masterplans and planning applications at different stages. A summary of significant recent activity is:
 - 4.1.1 Edinburgh Airport has seen continual growth in passenger numbers with this estimated to reach 13.1 million passengers by 2020. The Edinburgh Airport Masterplan 2016 highlights how airport owners Global Infrastructure Partners (GIP) aim to grow and develop the airport to meet this growth over a 25-year period. The masterplan sets out the development strategy for the proposed terminal and airfield expansion, and supporting ancillary facilities to 2025 and 2040, with further speculative development planning to 2050.
 - 4.1.2 Edinburgh Airport owners GIP have also set up Crosswinds Developments as an independent company to take forward a mixed-use development of a 150-acre site that includes the airport's disused second runway. Ownership of the land in question will be transferred from Edinburgh Airport to Crosswinds Developments in due course. The development company has undertaken stakeholder consultation and an application for planning permission in principle was submitted in August 2020. The Crosswinds

- development site is within the Strategic Development Area but is designated as operational airport land in the Local Development Plan. A detailed assessment of economic, transport and environmental impact will need to be undertaken. This will also need to identify what additional infrastructure requirements would be generated by the development.
- 4.1.3 The International Business Gateway is a proposed strategic business-led mixed-use development on a 136ha site between Edinburgh Airport to the north and the A8 to the south. The development has planning policy support being listed in the National Planning Framework (NPF3), the Strategic Development Plan (SESplan) and the adopted Local Development Plan for Edinburgh. Phase 1 (west) was granted planning permission in principle by the Development Management Sub-Committee on 8 May 2019, subject to a legal agreement being signed. The application was called in by the Scottish Government and is being considered by the Scottish Ministers. Phase 2 (east) has yet to be submitted. When previously reported this land was being marketed for sale. It is understood that this process is now coming to a close and that the outcome will be known soon. Officers will engage with any new owners.
- 4.1.4 Proposals to build 655 homes, including 164 affordable units, on a site adjacent to Cammo were approved by Development Management Sub-Committee on 22 May 2019, subject to the legal agreement being signed. The permission has now been issued and construction work is underway.
- 4.1.5 A Planning Permission in Principle was approved in June 2018 for the Maybury site as allocated for residential development in the LDP. This was for a residential development of up to 250 new homes and associated landscaping, open space and access. Following the grant of planning permission in principle a masterplan for the development site has been approved and the first application for the delivery of housing was submitted in August. This is for the first phase of affordable housing.
- 4.1.6 A part of the land promoted as the Garden District, known as East of Millburn Tower received a notice of Intention to Grant Planning Permission. This was issued by Scottish Ministers in May 2020. A legal agreement is now being drafted and will be submitted to Ministers for consideration.
- 4.1.7 At Edinburgh Park a detailed planning application was submitted in May 2020 for the development of a residential led mixed use development. The proposals include office, hotel and 1700 new dwellings.
- 4.1.8 Detailed permission has also now been granted for the delivery of housing adjacent next to Craigs Road.
- 4.2 All of these proposed developments generate the need for new infrastructure in the area and major investment is required. The 2016 West Edinburgh Transport Appraisal identified £108m of works required including the widening of the road between Gogar and Maybury; a new link road; and bus infrastructure. Detailed

- permission has been granted for the delivery of housing adjacent next to Craigs Road.
- 4.3 As part of the delivery of these key sites within the area legal agreements have been secured on the sites at West Craigs and Cammo. This has secured transport interventions with direct delivery by developers in a number of areas.

Strategy for Infrastructure Delivery

Developer Contributions

4.4 The current approach being taken by the Council is that the delivery of the WETA infrastructure package should be development led and the Council's Local Development Plan Action Programme and related supplementary planning guidance on developer contributions reflect this strategy. The supplementary guidance on developer contributions has been approved by the Council but, after review by the Scottish Government, the Scottish Ministers' directed that the Council not adopt it. Since then applications have been assessed on developer contributions through review and update of the obligations defined by the draft supplementary guidance and legal agreements are being negotiated in connection with planning applications which the Council are minded-to-grant on this basis.

Edinburgh and South East Scotland City Region Deal

- 4.5 The Edinburgh and South East Scotland City Region Deal has included funding provision for transport related works in West Edinburgh and a business case will need to be developed and agreed through the City Region Deal governance arrangements. It is likely that this will deliver some of the WETA works package. Approximately £36m of funding has been identified for this purpose with £20m allocated by the City Region Deal partners and the Council contributing £16m.
- 4.6 Work is now progressing on the scoping work to identify the priority West Edinburgh Transport Appraisal (WETA) measures to be delivered through the funding that is currently available. The remainder of the programme will be broadly delivered in three stages, as follows;
 - 4.6.1 Stage 1 will develop an Options Appraisal, Preliminary Designs and Outline Business Case, and will target completion by the end of summer 2021.
 - 4.6.2 Stage 2 will deliver the Final Business Case, Detailed Designs, the required Statutory Powers and Procurement of Construction Contractors. This work will commence in summer 2021 and further details of the Stage 2, such as timelines, will be informed and updated as Stage 1 develops.
 - 4.6.3 Stage 3 is the Construction and Implementation phase of the agreed final package of interventions.
 - Regular progress updates will be presented to the City Region Deal Transport Appraisal Board as appropriate during the next phases of the programme.

Airport Relief Road

4.7 As stated above, the land that the second runway is on will be transferred from Edinburgh Airport to Crosswinds Developments in due course to be promoted for

development purposes. However, Edinburgh Airport will submit an application for planning permission for the creation of a new access road linking the Airport to Gogar Roundabout. This would require passing over land owned by the Council so would require the Council's support. Scoping work is now largely complete on the design of the road and a planning application to be submitted in the near future. The process was paused as a result of Covid-19 but discussions are ongoing with the Edinburgh Airport and it has renewed its commitment to the project.

- 4.8 Work on the proposed Memorandum of Understanding between the Council and Edinburgh Airport is on hold. It is likely that this will not be developed further until the scoping work is complete and there is a clearer understanding of works to be delivered and associated costs. It may also be appropriate to await the outcome of the planning application before agreeing terms.
- 4.9 The consultant teams in relation to both the Airport Relief Road and the City Region Deal prioritisation work have been tasked with working together to ensure a coordinated approach.

West Edinburgh Study

- 4.10 Given the various proposals and development being brought forward, and the importance of West Edinburgh locally, regionally and nationally a study was undertaken to look at its inclusive and economic growth potential.
- 4.11 The commissioning partners for this West Edinburgh study are The City of Edinburgh Council, Scottish Government, Scottish Futures Trust and Scottish Enterprise, and the project team also includes Transport Scotland and Skills Development Scotland.
- 4.12 Aecom was appointed in September 2019 as the lead partner of a multi-disciplinary team to undertake this work. The Phase 1 report has been completed by the consultancy team and agreed by the commissioning partners and is provided at Appendix 1. The full background reports can also be made available upon request.
- 4.13 It should be noted that the Phase 1 report does not represent a new spatial strategy for West Edinburgh but rather an establishment of the socio-economic baseline and assessment of the pros and cons of different delivery approaches.
- 4.14 The study has adapted the broad principles of the inclusive growth diagnostic framework in order to identify, characterise and prioritise the fundamental constraints to inclusive economic growth in West Edinburgh. This has ultimately led to the identification of potential solutions to overcoming these barriers, or 'drivers for inclusive growth'. The study has focussed on the following key outcomes:
 - 4.14.1 Interrogating, Interrogating, testing and refining the economic, environmental and social baseline of the area to identify the challenges and opportunities relevant to the region;
 - 4.14.2 Identification and quantification of barriers to inclusive growth in West Edinburgh and proposed drivers to address these;

- 4.14.3 Future visioning to understand what West Edinburgh might look and feel like over time;
- 4.14.4 Development and assessment of high-level spatial Propositions and associated indicative interventions to stimulate inclusive growth; and
- 4.14.5 Assessment of the impact of each Proposition on stimulating inclusive growth objectives when considered against ease of delivery.
- 4.15 These findings were presented to the West Edinburgh APOG on 23 September 2020.
- 4.16 Alongside this process, the Council has also consulted on its Choices for City Plan 2030 document: the Main Issues Report for the next Local Development Plan. This stage of the plan process is used to highlight development options and allow consultation on the preferred approach and reasonable alternatives. Within the document, Choice 14 set out options for future growth in West Edinburgh, including the use of an 'area of search' to accommodate the findings of the current West Edinburgh study, and allocations for development at the safeguarded Royal Highland Showground site to the south of the A8 and the 'cross-winds' runway.
- 4.17 The area of search approach was generally supported (76% of those commenting on it), but both options for development received mixed support, with most comments stating the development would be premature in advance of the outcomes of the West Edinburgh study. Nonetheless there was marginal support for the proposals with 54% of those commenting on removing the Royal Highland Showground safeguard supporting that measure and 56% of those commenting on the proposal to allocate the 'cross -winds' runway for development supporting that measure.
- 4.18 The scope for the next phase of this project is being finalised by the commissioning partners. Three Work Packages have been established and these are set out as follows:
 - 4.18.1 Work Package 1 Review & Horizon Scanning (End of October). This will involve a review and refresh of Phase 1 data along with analysis of any new data such as Covid-19 impacts. The 'Development Pipeline' and 'Infrastructure Commitment' drawings will also be updated to act as a baseline for Phase 2. Working with the partners the key output from this stage will be the development of a new 'Vision' for West Edinburgh. This will be supported by a strategic appraisal of transport, environmental and land use implications for preferred option, including principles of access and integration.
 - 4.18.2 Work Package 2 Engagement (End of November). This will involve engaging with partners and key stakeholders to obtain feedback on the proposed Vision with ongoing refinement of the Vision happening.
 - 4.18.3 Work Package 3 Refinement and Delivery (End of December). The output of this phase of work will be a finalised Vision for West Edinburgh. This will be accompanied by a zoning plan for preferred option, including monitoring

- and delivery framework and consideration of prioritisation of the transport commitments required. Analysis will also be provided of economic growth potential for preferred Vision.
- 4.19 The project involves colleagues from the City Plan 2030 project team and the above timeline is being embedded in the City Plan 2030 programme. Due to the time pressures and the need to get the Phase 2 work underway, this Committee is being asked to agree the approach and refer to Council for approval as this is the quickest route to being able to start this work.
- 4.20 Once completed the work will be brought back to this Committee for consideration.

5. Next Steps

- 5.1 The next steps in taking forward this work are as follows:
 - 5.1.1 Continue the work on the preparation of a West Edinburgh Strategy to be taken forward in conjunction with the City Plan 2030 (as outlined above)
 - 5.1.2 Continue to work through the South East Scotland City Region Deal partnership arrangements to agree infrastructure priorities and a delivery programme for West Edinburgh.
 - 5.1.3 Continue discussions with Edinburgh Airport and other key stakeholders in the area with a view to establishing working arrangements for delivery of development and infrastructure.
 - 5.1.4 Report to Committee in spring 2021 on the outcomes of this work and seek approval of the new strategy.
- 5.2 There is likely to be a requirement to report to other Council committees throughout this process given the range of remits that this work is likely to cut across.
- 5.3 This report does not make detailed recommendations in relation to interventions that the Council may wish to make in the West Edinburgh area and as a result there are no measures of success detailed at this stage. In general terms, however, the measures of success against which any such intervention would be assessed, would be along the following lines:
 - 5.3.1 That the package of improvements addresses current pressures on the transport network while also delivering on strategic transport objectives in relation to modal shift and sustainability;
 - 5.3.2 That the agreed package of works complements any package of works agreed through the City Region Deal;
 - 5.3.3 That the agreed package of works catalyses 'good growth' in the area; and,
 - 5.3.4 That any financial outlay agreed by the Council is recovered through the funding arrangements agreed for such a project.
- 5.4 These outline measures of success will continue to be developed further alongside any proposals that are brought back to Committee for further consideration.

6. Financial impact

- 6.1 There are no additional costs to the Council associated with this report. The Phase 2 West Edinburgh Strategy work (outlined above) will cost £57,000. The funding for this work will be met from existing budgets and contributions from the other commissioning partners; Scottish Government, Scottish Futures Trust, and Scottish Enterprise.
- Oespite the progress being made in infrastructure delivery it is still envisaged at the current time that there will be a funding shortfall in relation to the WETA package of works. Any proposals to take forward the delivery of infrastructure and meet the funding shortfall would need to be considered in relation to the financial impact on the Council. There are a number of finance options that could be considered. These range from forward funding by the Council or a private sector partner using commercial borrowing or borrowing from the Public Works Loan, through to more involved financial models such as the Growth Accelerator Model (GAM). Consideration of all appropriate funding options will be provided once the funding position is clearer and potential interventions have been identified.

7. Stakeholder/Community Impact

- 7.1 The approved spatial and infrastructure strategies stated in this report have all been developed through consultation with key stakeholders in the area and the wider public.
- 7.2 Consultation has been carried out with external partners in designing the scope and brief for the West Edinburgh study. Stakeholder consultation will form a part of the ongoing study. It should also be noted that this study will be used to assist with the development and delivery of the next LDP City Plan 2030. This is the process by which any changes to the plans for West Edinburgh will be agreed and consultation will be carried out in line with statutory requirements.
- 7.3 Further consultation and engagement will take place in relation to Phase 2 of the West Edinburgh work and wider public consultation will take place once there is a proposed West Edinburgh Strategy.
- 7.4 Any further reports setting out proposals for delivery of improved access arrangements or would consider sustainability and community impacts and the expectation would be that any programme of works would be developed as part of a wider programme to ensure that 'modal shift' is realised in line with stated targets. A consultation and engagement strategy for any subsequent delivery project would be put in place as part of the project.

8. Background reading/external references

- 8.1 Edinburgh Local Development Plan
- 8.2 West Edinburgh Transport Appraisal (WETA)
- 8.3 Edinburgh Local Development Plan Action Programme
- 8.4 Choices for City Plan 2030 Consultation Key Findings and Next Steps Planning Committee 12 August 2020

9. Appendices

9.1 Appendix 1 – West Edinburgh Study - Stage 1 Findings Report.

WEST EDINBURGH SPATIAL STRATEGY FOR INCLUSIVE GROWTH

Phase 1 Report | July 2020

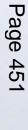




Table 1: Quality Information

ersion/	Date	Prepared by	Reviewed by	Checked by	Approved by
V1 Draft	March 2020	Fraser Blackwood (Associate), Jude Barber (Collective Architecture), John Boyle (Rettie & Co.)	Ryan Blair (Consultant)	Fraser Blackwood (Associate)	Gayle Adams (Regional Director)
V2 Final	July 2020	As above	As above	As above	As above

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"The strategic and cohesive COORDINATION of existing and future assets in West Edinburgh which balances growth in prosperity with social equity and sustainability, CONNECTING opportunities and creating a PLACE which provides CHOICE and promotes DIVERSITY for local, regional and wider communities..."

A Vision for Inclusive Growth in West Edinburgh



West Edinburgh Spatial Strategy for Inclusive Growth

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West Edinburgh Spatial Strategy for Inclusive Growth

EXECUTIVE SUMMARY

West Edinburgh and the Need for a New Spatial Strategy

West Edinburgh should be happening.

In 2014, Scotland's Third National Planning Framework (NPF 3) established a vision for West Edinburgh as "a successful business-led city extension which fulfils its potential for international investment, new jobs and high quality of place", while also recognising that continued co-ordination and planning would be required in order to achieve this. The policy framework to facilitate sustainable growth in West Edinburgh Utered down from NPF 3 to the adopted Edinburgh Local Development Plan (LDP) through the South East Scotland (SES) Plan (2013) where the Perea was recognised as a Strategic Development Area and a "highly sustainable location in which to focus new development". More recently, Plan Edinburgh and South East Scotland City Regional Deal (ESESCRD) has recognised the regional significance of West Edinburgh and has committed to help unlock development delivery through up to £20 million of capital funding on appropriate public transport infrastructure.

Despite this policy backing, investment and resulting growth in West Edinburgh has not been as extensive or influential as envisaged, and the potential of the area has not yet been fully realised.

The West Edinburgh Spatial Strategy for Inclusive Growth (WE-SSIG) seeks to do more than just facilitate "a business-led city extension". West Edinburgh offers more than that: an exciting opportunity to deliver the benefits of inclusive economic growth in the South East of Scotland and beyond, building upon the strength of Edinburgh and the surrounding regions to balance increased prosperity with greater social equity.

In this context, AECOM, in partnership with Rettie & Co. and Collective Architecture ('the Project Team') are supporting City of Edinburgh Council (CEC), the Scottish Government (SG), the Scottish Futures Trust (SFT) and Scottish Enterprise (SE) ('The Delivery Partners') in investigating the impact of development within West Edinburgh and utilising this to develop a new vision and overarching spatial strategy for inclusive growth.

Phase 1 of the WE-SSIG is presented in this Report and will ultimately

inform a more defined spatial strategy which will be used to assist with the preparation of future policy and delivery plans for physical development, investment and infrastructure projects in the area, most notably City Plan 2030.

What is Inclusive Growth?

The overarching aim of the WE-SSIG is to identify mechanisms to maximise inclusive and sustainable growth in West Edinburgh, based on the outcomes of a sound evidence base. The notion of inclusive growth first appeared in Scottish policy in the Government's 2015 Economic Strategy and since that time the definition and purpose has varied and evolved. However, the Scottish Government's latest definition..."Growth that combines increased prosperity with greater equity: that creates opportunities for all and distributes the dividend of increased prosperity fairly"... provides an overarching standard from which to approach the challenges of delivering inclusive growth.

The assessment of inclusive growth is further defined by the Scottish Government's 5Ps (Productivity, Population, Participation, People and Place) Outcomes Framework, whereby decision-making is framed against these five critical factors which all have an influence on delivering sustainable outcomes. The 5Ps therefore shape the fundamental basis of the WE-SSIG.

In light of the above, and for the purposes of the WE-SSIG, inclusive growth has been defined as:

"The strategic and cohesive COORDINATION of existing and future assets in West Edinburgh which balances growth in prosperity with social equity and sustainability, CONNECTING opportunities and creating a PLACE which provides CHOICE and promotes DIVERSITY for local, regional and wider communities..."

This definition has been developed in consultation with key stakeholders with a shared interest in West Edinburgh and ultimately defines the primary aspiration for the WE-SSIG and provides the basis and a shared





purpose to guide future decision-making in West Edinburgh.

Propositions for Change

Through interrogation of baseline socio-economic and environmental data, as well as consultation with key stakeholders, the WE-SSIG examines barriers to inclusive growth in West Edinburgh, assesses the relative importance of these barriers and seeks to establish potential interventions to overcome these. With reference to these barriers and interventions, a number of Propositions have been developed, to encourage thinking around potential drivers for achieving the aspiration of inclusive and sustainable growth in West Edinburgh. It is envisaged that the interventions considered through these Propositions will inform the proposition and delivery. The Propositions for West Edinburgh are summarised as follows:

- 1. Growing Social Resilience.
- 2. Local Connections & Open Space.
- 3. Regional Mobility & Energy Hub.
- 4. Influencing Market-Led Proposals.
- 5. New City District(s).

Each Proposition facilitates a number of indicative interventions for change which have been assessed against site-specific criteria determined using the 5Ps outcomes framework for inclusive growth to establish their significance in delivering key objectives. Significant consideration is also given to carbon reduction aspirations.

Delivering Change

The Phase 1 Report culminates in the assessment of each intervention being considered in terms of deliverability against the predicted effect on stimulating inclusive growth in West Edinburgh. To assess this, each inclusive growth driver identified within the strategic Propositions has been assessed quantitatively against deliverability (time, public finance and extent of delivery partners) and impact (time, geographical influence

and the number and extent of barriers addressed).

Of the five Propositions presented, the most favourable when considered on balance between deliverability and impact is Proposition 4, 'Influencing Market-Led Proposals' with Proposition 5 having the strongest influence and Proposition 1 being the most straightforward to deliver.

Notwithstanding this, there are a number of interventions within each Proposition which need to be explored further to determine the extent to which they could combine to help deliver the aspiration for inclusive growth in West Edinburgh. Phase 2 of the WE-SSIG will seek to determine a preferred option for delivering this change, ultimately determining a spatial strategy for inclusive growth to inform future policy and delivery plans for physical development, investment and infrastructure prioritisation in the area.

1.1 Introduction

In 2014, NPF 3 established a vision for West Edinburgh as "a successful business-led city extension which fulfils its potential for international investment, new jobs and high quality of place", while also recognising that continued co-ordination and planning would be required in order to achieve this. The policy framework to facilitate sustainable growth in West Edinburgh filtered down from NPF 3 to the adopted Edinburgh Local Development Plan (LDP) through the South East Scotland (SES) Plan (2013) where the area was recognised as a Strategic Development Area and a "highly sustainable location in which to focus new development". More recently, the Edinburgh and South East Scotland City Regional Deal (ESESCRD) has recognised the regional significance of West Edinburgh and has committed to help unlock development delivery through up to £20 million of capital funding on appropriate public transport infrastructure.

espite this, as National Planning Framework (NPF) 4 and the Edinburgh ity Plan 2030 seek to establish a new policy framework to manage the evelopment and use of land in the long term public interest, the vast optential of West Edinburgh to contribute to local, regional and national economic growth remains largely unrealised.

West Edinburgh should be happening.

1.2 The Nature & Purpose of a Spatial Strategy for Inclusive Growth

A spatial strategy is foremost, a practical tool. It is intended to coordinate strategic change within a defined area, over time, and is nestled between planning policy and design.

However, the West Edinburgh Spatial Strategy for Inclusive Growth (WE-SSIG) seeks to do more than just facilitate "a business-led city extension". West Edinburgh offers more than that. It offers an exciting opportunity to deliver the benefits of inclusive economic growth in the South East of Scotland and beyond, building upon the strength of Edinburgh and the surrounding regions to balance increased prosperity with greater social equity.

In this context, AECOM, in partnership with Rettie & Co. and Collective Architecture ('the Project Team') are supporting City of Edinburgh Council (CEC), the Scottish Government (SG), the Scottish Futures Trust (SFT) and Scottish Enterprise (SE) ('The Delivery Partners') in investigating the impact of development within West Edinburgh and utilising this to

develop a new vision and overarching spatial strategy for inclusive growth in the area: defining the future role of West Edinburgh and identifying measures to unlock and support this vision with targeted investment and a range of appropriate land uses.

This Report outlines the findings of Phase 1 of the WE-SSIG and will ultimately inform a more defined spatial strategy which will be used to assist with the preparation of future policy and delivery plans for physical development and infrastructure projects in the area, most notably City Plan 2030.



Growth that combines increased prosperity with greater equity: that creates opportunities for all and distributes the dividend of increased prosperity fairly.

Inclusive growth, Scottish Government



1.3 Summary of Approach

The overarching aim of the WE-SSIG is to identify mechanisms to maximise inclusive and sustainable growth in West Edinburgh, based on the outcomes of a sound evidence base. This Report presents the findings of Phase 1 of the WE-SSIG which has focussed on the following key outcomes:

- Interrogating, testing and refining the economic, environmental and social baseline of the area to identify the challenges and opportunities relevant to the region;
- Identification and quantification of barriers to inclusive growth in West Edinburgh and proposed drivers to address these;
- Future visioning to understand what West Edinburgh might look and feel like over time;
- Development and assessment of high level spatial Propositions and associated indicative interventions to stimulate inclusive growth; and,
- Assessment of the impact of each Proposition on stimulating inclusive growth objectives when considered against ease of delivery.

Figure 1A outlines the methodology applied to achieve each outcome and the associated section of the report where the findings are presented.

Key Outcome	Summary of Approach and Methodology	Section of Phase 1 WE-SSIG Report
	The economic, environmental and social baseline has been collated through 3 main sources: (i) Interrogation of publicly available socio-economic data sets, (ii) coordination of key land use designations, development pipelines and environmental constraints and opportunities, and (iii) extensive consultation with key stakeholders recognised as having an interest or specialist knowledge of the area.	2.0 West Edinburgh Toda Appendix A Socio-Economic Data
Baseline Assessment	Stakeholders were asked specifically to consider the current performance of West Edinburgh against the 4 key aspirations of the Scottish Government's 'Successful Scotland' as identified in National Planning Framework 3.	Appendix B Land Use Maps Appendix C Transportation Map
	The data collated was subsequently distilled into a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis which was tested further and refined at a 'Project Partners' workshop. Following the baseline data collation and extensive consultation with key stakeholders, a number of barriers to inclusive growth in West Edinburgh were identified and defined. Again, these were tested and refined through the	
Identification of barriers to inclusive growth and associated drivers for change.	Project Partners workshop and subsequently prioritised and weighted against 'inclusion', 'growth' and 'low carbon' objectives, leaning on the broad guidance provided in the Inclusive Growth Diagnostic Dashboard published by Scotland's Centre for Regional Inclusive Growth (SCRIG).	3.0 Inclusive Growth Diagnosti
Future visioning of what West Edinburgh might look like and feel like in the future.	Inclusive growth drivers (i.e. mechanisms to break down the identified barriers in West Edinburgh) were then identified through the data interrogation and engagement process. As part of the Project Partner workshop a number of case studies of similar-scale spatial strategies across Europe were presented in order to inspire a creative approach to solutions to inclusive growth in West Edinburgh. This supplemented feedback from the stakeholder questionnaire which challenged respondents to establish a Vision for West Edinburgh across the next 30 years in line with the key themes identified in Edinburgh's City Vision 2050.	4.0 West Edinburgh Could Be. Appendix D Case Studie
	With reference to the barriers to inclusive growth and identification of potential drivers to overcome these, a number of Propositions for delivering inclusive growth in West Edinburgh have been identified by the Project Team. These can be summarised as follows:	
	1. Growing social resilience.	
	2. Local Connections and Open Space.	
Development and assessment of spatial Propositions.	3. Regional Mobility and Energy Hub.	5.0 Delivering Inclusive Growt
or apadar ropositions.	4. Influencing Market-led Proposals.	
	5. New City District(s).	
	Each option facilitates a number of indicative interventions which have been assessed against site-specific criteria determined using the Scottish Government's '5P's' outcomes framework for inclusive growth (Productivity, Population, Participation People and Place) to establish their significance in delivering key objectives. Data sheets are provided which highlight the key characteristics of each Proposition.	
Consideration of deliverability of each Proposition versus impact on social inclusion.	The Phase 1 Report culminates in the assessment of each Proposition being considered in terms of deliverability against the predicted effect on stimulating inclusive growth in West Edinburgh.	6.0 Option Deliverability & Impac App. E Deliverability Scoring Matri

1.4 Defining Inclusive Growth in West Edinburgh

1.4.1 What do we mean by 'Inclusive Growth'?

The notion of inclusive growth first appeared in Scottish policy in the Government's 2015 Economic Strategy which was underpinned by four key priorities: internationalisation, investment, innovation and inclusive growth. Since that time the definition of inclusive growth has varied and evolved to allow the principle to be applied across policy thinking and implementation. While the Scottish Government's latest definition of inclusive growth provides an overarching guide from which to frame the WE-SSIG, it was considered essential that this was distilled further to apply directly to the local context of West Edinburgh. For this reason, our stakeholder questionnaire included the following key question:

What is your understanding of "inclusive growth" and as a key Stakeholder, where do you see your role in delivering this objective West Edinburgh?

The feedback received was varied as demonstrated in the examples utlined adjacent. In general however, a number of key themes emerged which allowed the Project Team to develop a vision for inclusive growth in West Edinburgh. This was further tested and refined during the Project Partner workshop and has become the overarching sense of mission for the WE-SSIG, truly reflecting the deeply shared vision of key stakeholders and creating a purpose to guide future decision-making in the area.

66

"The strategic and cohesive COORDINATION of existing and future assets in West Edinburgh which balances growth in prosperity with social equity and sustainability, CONNECTING opportunities and creating a PLACE which provides CHOICE and promotes DIVERSITY for local, regional and wider communities..."

A Vision for Inclusive Growth in West Edinburgh

"

1.4.2 What do we mean by West Edinburgh?

Recognising that West Edinburgh has a role at local, regional and national scales, a hard boundary for the study area has not been defined in Phase 1 of the WE-SSIG. However, it is assumed that the broad parameters extend: east-west from the western edge of 'urbanised' Edinburgh which is largely defined by the A720 city bypass, to the border of West Lothian Council; and north-south: from the Firth of Forth to the boundary of Midlothian Council region. This largely correlates with Map 21 of the City of Edinburgh Council's Choices for City Plan 2030 as demonstrated below under Section 1.6.

It is re-iterated however that the focus and extent of the WE-SSIG looks to have influence beyond these zones and this should not therefore be seen as a defined boundary to focus physical development or implement drivers for inclusive growth.

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Co-ordination of new development that incorporates a mix of uses and opportunities in location(s) that benefit new occupants/residents and existing communities.

Economic growth that benefits the whole of the population.

Commitment to social inclusivity and safety includes access to public transport.

Inclusivity means
availability to all age groups,
jobs to share the economic benefit.
Socio-economic barriers can be
removed through good placemaking.

Providing housing as required but infrastructural improvements must precede this.

Ensuring that all local communities and individuals are able to take advantage of economic growth, through getting jobs that are directly, or indirectly related to the new opportunity. This also means ensuring that people are job ready, well-educated and trained, and able to physically access these opportunities.

Connecting people, business and places nationally and globally.

Creating a place open to

all with opportunities for anyone to live and work.

Delivering development
where capacity constraints
in utilities, education & transport
can be overcome and where public
transport connectivity is integral
to the development.

Active travel can be an essential component of creating an inclusive, sustainable place.

Figure 1B Stakeholder feedback on Inclusive Growth

1.5 Overview of Consultation

The conclusions presented in Phase 1 of the WE-SSIG are informed by feedback from an extensive period of consultation which was undertaken as part of the assessment process. Engagement revolved around 2 main stakeholder groups and consultation formats, as detailed below:

1.5.1 Key Stakeholder Consultation

Table 1.1 below outlines the key stakeholders identified as having a specific interest or specialist knowledge of West Edinburgh who responded to the request to engage with the WE-SSIG. Ultimately, these are the organisations who will have a responsibility to support the delivery of inclusive growth in the area. Three different information gathering techniques were utilised to allow a flexible approach to information gathering:

Face-to-face interviews: Page-4

A request for technical information/data; and,

A questionnaire

able 1.2 - Summary of Stakeholder Engagement Feedback

Kev	Sta	keho	lder

Crosswinds Development Ltd.

Currie Community Council

Edinburgh Airport

Fife Council

West Craigs/Lloyds

Heriot Watt University

Heritage Environment Scotland

Murray Estates

Napier University

New Ingliston Ltd.

Parabola

Ratho & District Community Council

Royal Highland & Agricultural Society of Scotland (RHASS)

Scottish Environment Protection Agency

Scottish Natural Heritage

Scottish Water

SESTRANS

Taylor Wimpey

West Lothian Council

Wallace Land

This process sought not only to inform the baseline assessment, but also the wider objectives of determining the current barriers to inclusive growth in West Edinburgh, setting a shared vision for the area and identifying potential interventions to facilitate positive change in the area. The outcomes of the stakeholder engagement process are referenced throughout this Phase 1 Report.

1.5.2 Project Partners Workshop

On 18th February 2020, a workshop was held with key project partners who maintain responsibility or interest in facilitating inclusive growth in West Edinburgh. The purpose of the workshop was to:

- Provide a broad overview of the WE-SSIG objectives and test assumptions developed through the stakeholder consultation.
- · Gather further information relating to the area: both existing and proposed.
- Develop ideas for visioning, inclusive growth drivers and delivery going forward.

Organisations represented at the Project Partners Workshop included:

- CEC Planning Policy, Transport and Economic Development.
- Scottish Government.
- Transport Scotland.
- Skills Development Scotland
- Scottish Futures Trust.
- Scottish Enterprise.

The outcomes of the workshop are discussed further throughout the Phase 1 Report.



Project Partners Workshop

1.6 Relationship with Other Plans, Polices and Guidance

West Edinburgh is engrained in the national, regional and local policy frameworks which facilitate and direct future development in the locality, highlighting the area's strategic importance for economic growth. The following key plans, policies and guidance documents were consulted in Phase 1 of the WE-SSIG to establish the broad direction of national and local government priorities for future growth in the region. It should be noted however, that with NPF 4 and the Edinburgh City Plan 2030 on the short-term horizon and Strategic Development Plans (SDPs) being reprioritised under the Planning (Scotland) Act 2019, the land-use policies which govern decision making in West Edinburgh are fluid.

As such, while the WE-SSIG recognises the existing policy framework in West Edinburgh, this has not restricted the identification of options for future change in the area. Rather, the WE-SSIG seeks to provide a effeshed evidence base to inform the new wave of land use policy and ational and local government priorities for inclusive growth, setting a new framework for future decision-making in the area.

රා රා.6.1 National Considerations

National Planning Framework (NPF) 3 (2014)

NPF 3 is the spatial expression of the Government's Economic Strategy, and of plans for development and investment in infrastructure. NPF 3 identifies national developments and other strategically important development opportunities in Scotland, providing a spatial strategy which shows where there will be opportunities for growth and regeneration, investment in the low carbon economy, environmental enhancement and improved connections across the country. As with Scottish Planning Policy, NPF 3 frames the strategy for Scotland around a vision for (i) A successful, Sustainable Place, (ii) a Low Carbon Place, (iii) a Natural Resilient Place and (iv) a Connected Place. These outcomes formed the basis of setting the current baseline performance of West Edinburgh as reported in Chapter 2 of this Report.

NPF 3 describes West Edinburgh as "a significant location for investment, with the airport, the National Showground and the International Business Gateway. Development here will require continued co-ordination and planning to achieve a successful business-led city extension which fulfils its potential for international investment, new jobs and high quality of place". In addition, strategic enhancement of Edinburgh Airport (amongst other national airports) is formally designated as a 'national development', and support is given for expansion in line with published

masterplans. At Edinburgh Airport specifically, "provision is also made for the re-location of the Royal Highland Showground, and ensuring that the major land users in the area continue to have a co-ordinated approach to development".

National Transport Strategy (NTS) 2 (2020)

The NTS presents Transport Scotland's vision for Scotland's transport system over the next 20 years, which is: "a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors". The Vision is underpinned by 4 key priorities:

- Reducing inequalities;
- Taking climate action;
- Delivering inclusive economic growth; and,
- Improving health and wellbeing.

Overall, the Scottish Government's purpose is to focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth. This means creating a society that offers equal opportunity and ensures the benefits from a stronger economy are shared fairly. Inclusiveness and equality are key ingredients to the NTS.

National Performance Framework

Aligned with the UN Sustainable Development Goals, the NPF is the Scottish Government's performance management tool and "aims to reduce inequalities and gives equal importance to economic, environmental and social progress". The Framework is underpinned by the following key objectives:

- Create a more successful country;
- Give opportunities to all people living in Scotland;
- Increase the wellbeing of people living in Scotland; and,
- Create sustainable and inclusive growth.

The Framework highlights that while inclusive growth is a policy objective, it is cross-cutting.



1.6.2 Regional Considerations

SESplan Strategic Development Plan (SDP) (2013)

SESplan is the Strategic Development Planning Authority for Edinburgh and South East Scotland and their published spatial strategy promotes a pattern of growth across the six member authorities: The City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian. The overall vision of SESPlan is that "By 2032, the Edinburgh City Region is a healthier, more prosperous and sustainable place which continues to be internationally recognised as an outstanding area in which to live, work and do business". Note that under the implementation of the Planning (Scotland) Act 2019, Strategic Development Plans will be brought to a close. Despite this, there is a commitment by CEC that City Plan 2030 will be consistent with the approved SDP.

The SDP identifies West Edinburgh as a Regional Core and Strategic Development Area and encourages associated Local Development Plans to direct further development to these areas through an appropriate phasing and mix of uses. Specific to West Edinburgh, the SDP supports a commitment of 800 new housing units and highlights that "The area is an attractive location for inward investment and as well as airport expansion of proposals includes the development of a new multi-modal station at Committee Gogar, the relocation of the Royal Highland Centre, the creation of an Committee Gogar Burn flooding issues".

South East Scotland Transport Partnership (SESTran) Regional Transport Strategy 2015-2025, Refresh (2015)

SEStran is the statutory Regional Transport Partnership for the South East of Scotland, encompassing eight local authorities: City of Edinburgh, Clackmannanshire, East Lothian, Falkirk, Fife, Midlothian, Scottish Borders and West Lothian. Based on four key objectives (economy, accessibility, environment and safety & health), SESPlan's refreshed Regional Transport Strategy presents a realistic strategic approach to developing transport in the SEStran area.

The report generally forecasts additional congestion across the modelled area of West Edinburgh and suggests the implementation of a previously committed package of road and bus priority improvements around the airport as identified in the Transport Infrastructure Study for West Edinburgh (CEC, July 2011). Note the outcomes of this Study are largely superseded by the West Edinburgh Transport Appraisal which is discussed under 'Local Considerations' below.

Edinburgh and South East Scotland City Region Deal (ESESCRD)

The £1.3 billion ESESCRD seeks to deliver inclusive economic growth across the region through housing, innovation, transport, skills and culture. The Scottish Government and the UK Government will each invest £300 million over the next 15 years and the regional significance of West Edinburgh is recognised with over £20m of committed funding for appropriate public transport infrastructure to help unlock development delivery. This includes "a core package of A8/A89 sustainable transportation measures that provide long term resilience and support strong connectivity between neighbouring authorities, and importantly enable the supply of the increased labour supply demands required, to deliver the full economic potential of West Edinburgh" (www. accelertingrowth.org.uk). Building on the strong partnerships already created as part of the ESESCRD, it is expected that a Regional Growth Framework will be formed to help shape new regional and national policy, and set the strategic direction for inclusive and sustainable economic growth in the city region as a whole.

1.6.3 Local Considerations

Edinburgh Local Development Plan (2016) (adopted)

Reflecting the outcomes of the SDP, the Local Development Plan (LDP) designates West Edinburgh as a Strategic Development Area and seeks to establish the policy framework to deliver significant business investment, public transport and housing in the area. This is characterised spatially by designating large areas of land around the airport for employment use ('International Business Gateway'), allocating pockets of housing development around Kirkliston, Queensferry, Newbridge, Maybury and Cammo and safeguarding land for potential relocation of the Royal Highland Centre. The LDP also promotes mixeduse development at Edinburgh Park/South Gyle, representing the first step in changing the character of this area in line with place making and sustainable development objectives.

The following Transport Proposals and Safeguards are also relevant to West Edinburgh.

Table 1.3 Trans Reference	Transport Theme	Proposal/Safeguard
Reference	Transport Triente	The Orbital Bus Route will create an east-west public transport link across the city. A
		disused railway line between Danderhall and the City Bypass at Straiton is safeguarded
		for appropriate public transport use or use as a cycle / footpath. The other parts of the
T5	Orbital Bus Route	orbital bus route are either within the land of existing roads or have yet to be identified
13	Orbital Bas Noute	in detail and can therefore not be safeguarded in this plan. The environmental effects
		of the proposed orbital bus route, including the loss of any green belt, will be fully
		considered through the development management process.
	Various off-road cycle/footpaths	The Proposals Map shows proposed and potential cycle/ footpath links and new
T		access points. Many of these are included in the Council's Core Paths Plan and Active
T7		Travel Action Plan's 'Family Network'. The creation of these links will help meet climate
		change and sustainable development objectives.
J 8 20 20 20		Improvements required to support development in West Edinburgh. Dualled road with
	Eastfield Road and dumbbells junction	bus priority and segregated cycle and pedestrian provision along whole length from A8
		dumbbells junction to roundabout at the airport. Additional carriageway to be provided
		on land to east of existing road line. Existing dumbbells to be replaced by upgraded and
		signalised roundabouts giving bus priority. Widening on A8 approaches to and possibly
		through junction to provide bus priority.
19	Gogar Link Road	Required to support long term development in West Edinburgh. Largely single
19		carriageway through IBG with some widening to allow public transport priority. Link
		may be bus/ cycle/pedestrian only.
T10	A O and distinguishing atting	Required to support development in West Edinburgh. New junction on A8 west of
T10	A8 additional junction	dumbbells to serve Royal Highland Centre development north and, potentially in the future, south of the A8.
	Improvements to Newbridge	Required to support development in West Edinburgh. Improvements to provide public
T11	Roundabout	transport priority and capacity improvements on the approach roads.
	Improvement to Gogar	Required to support development in West Edinburgh. Likely to include extra lane on
T12	Roundabout	inside of existing roundabout. May also require some widening of approaches.
	3670-2654-X-00045018894-x-07131	Proposal to increase junction capacity, including consideration of access from
T40	Maybury Junction	Turnhouse Road, and efficiency of traffic signals. Will provide bus priority and better
T16		provision for pedestrians and cyclists. Required to mitigate the impact of new housing
		development at Maybury (HSG 19) and Cammo (HSG20).
	Craig Road Junction	Proposed improvements to Craigs Road and increased junction capacity/bus priority
T17		at junction with Maybury Road. Includes new signalised cross roads allowing bus,
1 17		pedestrian and cycle access to and from Craigs Road. Required to mitigate the impact
		of new housing development at Maybury (HSG 19) and possibly to Cammo (HSG20).
		Proposal to increase junction capacity based on increasing the efficiency of the traffic
T18	Barnton Junction	signals. Required to mitigate the impact of new housing development at Maybury (HSG
		19) and Cammo (HSG20).

West Edinburgh Transport Appraisal Refresh 2016

The West Edinburgh Transport Appraisal (WETA) Refresh was reported in 2016 as an updated version of the original study from 2010. The aim of the original WETA was to develop as a strategic appraisal of possible transport interventions to support the implementation of the West Edinburgh Planning Framework: a vision for West Edinburgh which was subsequently superseded by NPF 3 and the LDP and therefore withdrawn by the Scottish Government.

The refreshed WETA sought to reconsider the transport needs for the area in the context of:

The ESESCRD: A refreshed version of the original WETA study would help clarify how City Deal could help to unlock constraints to delivering the necessary infrastructure to support the major development and Airport Growth anticipated. It would clarify the most appropriate package of transportation infrastructure and supportive measures needed along with associated costings and phasing to feed into potential funding models within an objectives led approach.

Development Pipeline: There was a need for the refresh study to cover the full range of West Edinburgh sites in the development pipeline and also look at the impacts of the emerging major growth proposals for the Airport.

Based on the above, the WETA recommends a series of infrastructure measures to support sustainable growth in West Edinburgh.

Choices for City Plan 2030 (January 2020)

'Choices' is the Main Issues Report for City Plan 2030 and outlines a framework for facilitating change to the policy direction currently established under the approved LDP. Choices outlines the following key objectives for Edinburgh in 2030:

- A sustainable city which supports everyone's physical and mental wellbeing;
- · A city which everyone lives in a home they can afford;
- A city where you don't need to own a car to move around; and,
- · A city where everyone shares in its economic success.

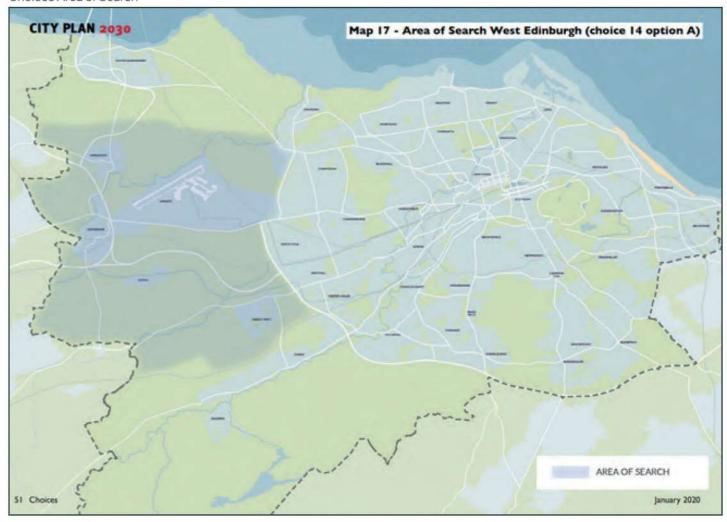
Choice 14 relates specifically to 'Delivering West Edinburgh' and the preferred choice for change is to "support the best use of existing public transport infrastructure in West Edinburgh and accommodate the development of a mix of uses to support inclusive, sustainable

growth. We will do this through 'an area of search' which allows a wide consideration of future uses within West Edinburgh without being tied to individual sites". Ultimately, the outcomes of the WE-SSIG will inform how this Choice evolves.

Two further preferred choices for change in West Edinburgh are to:

- Remove the safeguard in the existing plan for the Royal Highland Showground site to the south of the A8 at Norton Park and allocate the site for other uses; and.
- Allocate the Airport's contingency runway, the "crosswinds runway" for the development of alternative uses next to the Edinburgh Gateway interchange.

Figure 1D Choices Area of Search



Draft City Mobility Plan (February 2020)

The Draft City Mobility Plan, which is currently under consultation, supersedes Edinburgh's Local Transport Strategy 2014- 2019 and provides a strategic framework for the safe and effective movement of people and goods around Edinburgh up to 2030. It will focus on mobility's role in maintaining Edinburgh as a vibrant, attractive city while addressing the environmental and health impacts associated with how we move around at the moment. The overall vision of the Plan is that "Edinburgh will be connected by a safer and more inclusive carbon neutral transport system delivering a healthier, thriving, fairer and compact capital city and a higher quality of life for all residents".

The Spatial Vision of the Mobility Plan recognises West Edinburgh as a Strategic Development Area SDA and characterises the area as a park and ride interchange with improves public transport and walking and cycling routes, connecting the area with other SDAs.

terms of strategic priorities, the following key themes are directly elevant to the WE-SSIG

- Expand the tram/mass rapid transport network to the north and south of the city as well as to Newhaven and explore the potential to extend routes to the west of the city and into Fife, West, Mid and East Lothian
- Continue to invest in strategically placed transport hubs on the edge
 of the city where public transport (tram, bus, rail, air) can integrate with
 cars and can make the transition to Electric Vehicles (EV).
- Develop and expand strategic walking and cycling networks and facilities to serve and connect key destinations across the city.
- Create direct, segregated cycling routes along main arterial roads whilst also using quiet road and traffic free routes.
- Review the capacity and use of existing and new active travel routes wheeling and cycling on shared footways and other shared spaces.
 and implement changes to mitigate conflict between those walking,
- Support continued growth of EV and the switch to cleaner vehicles
 monitoring of developments in other vehicle technologies including
 hydrogen cells which might be important to powering Edinburgh's
 transport in the future. through a comprehensive network of charging
 infrastructure and the.
- Deliver a combination of rapid, fast and slow on-street charging points by 2023 at strategic the centre and at Park and Ride sites to influence car commuter travel patterns.

- Ensure the creation of dense mixed-use developments to support public transport and reduce the need to travel.
- Prioritise brownfield development, reducing urban sprawl which can create travel demand that is often met by private car use.
- Strengthen public transport integration to more effectively serve the growing city region including strategic development areas, Park and Ride interchanges and areas poorly served by public transport.

Figure 1E Mobility Plan Spatial Vision



AECOM AECOM

1. Introduction

Edinburgh Strategic Sustainable Transport Study - Phase 1 (October 2019)

The Edinburgh Strategic Sustainable Transport Study (ESSTS) has been developed to examine strategic transport corridors within, and potentially beyond, Edinburgh to assess whether, and how, the development of transit-led solutions could deliver against stated transport objectives and support wider policy outcomes such as sustainable economic growth, reducing carbon, promoting equity and supporting healthier lifestyles.

Phase 1 of the Study focuses on ten strategic corridors which represent those that are more likely to be suitable for transit-based solutions. The purpose of the Phase 1 study is to examine each of these corridors and identify those that should be prioritised for more detailed consideration of transit options as part of a more detailed Phase 2 study, which will include a transport appraisal for the proposed City Plan 2030.

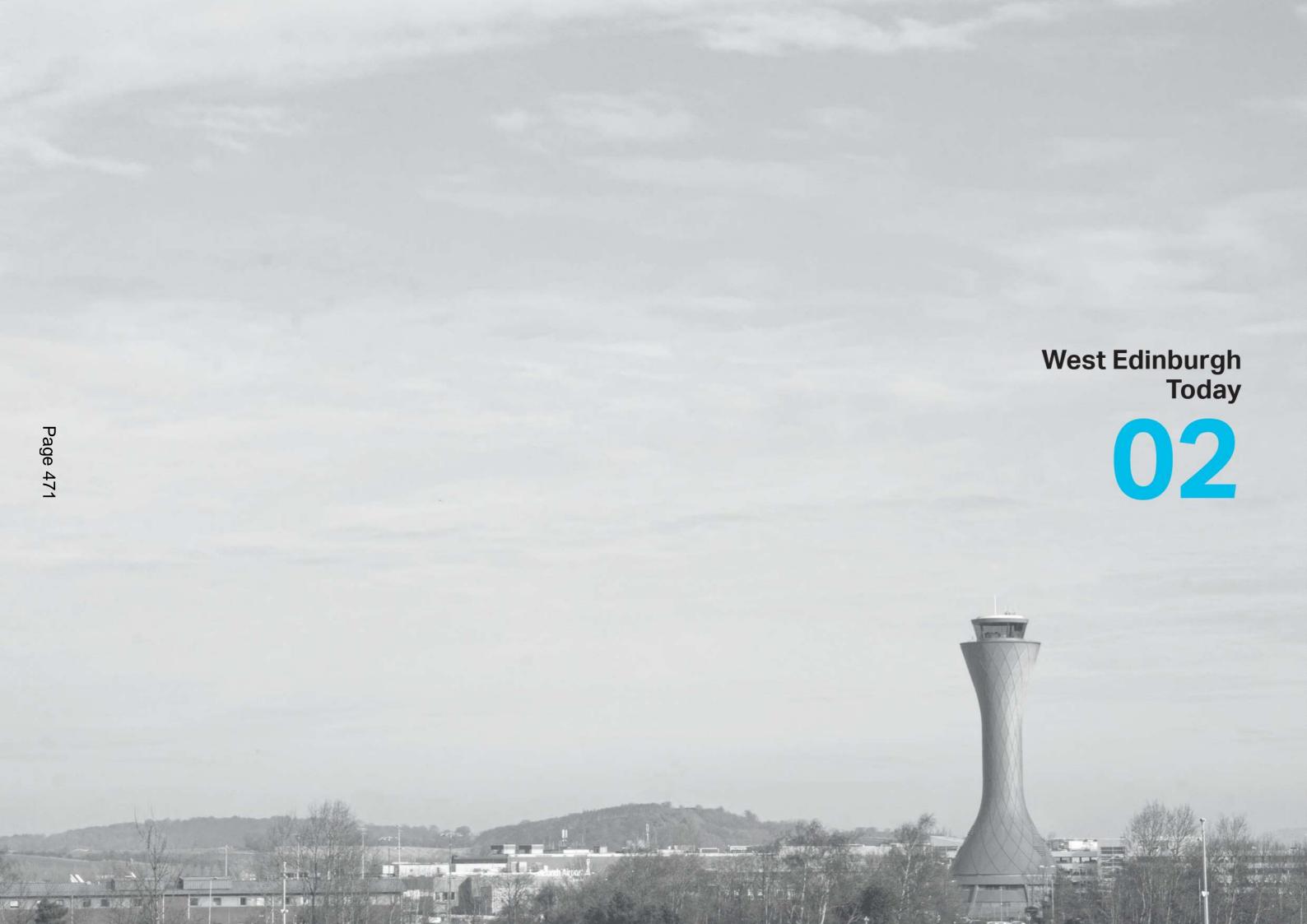
Corridors 7,8, 9 and 10 are relevant to West Edinburgh.

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Figure 1F
Edinburgh Strategic Sustainable Transport Study Transit Corridors



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2.1 Introduction

As discussed above, the broad parameters of Phase 1 of the WE-SSIG extend: east-west from the western edge of 'urbanised' Edinburgh which is largely defined by the A720 city bypass, to the border of West Lothian Council; and north-south: from the Firth of Forth to the boundary of Midlothian Council region. This largely correlates with Map 21 of the CEC's Choices for City Plan 2030. However, the focus and extent of the WE-SSIG looks to have influence beyond these zones and this should not therefore be seen as a defined boundary to assess baseline conditions, focus future physical development or implement drivers for inclusive growth.

In this regard, it is important to realise the existing socio-economic role of West Edinburgh in the context of the adjacent communities of Wester Hailes and Sighthill, as well as local communities such as Currie, Balerno, Kirkliston, Newbridge and Ratho. With the RBS headquarters at Ogarburn, Edinburgh Park and the Gyle, West Edinburgh also facilitates significant element of commercial and retail space, enabled by a Network of transport links. The area currently therefore has a regional and Sternational socio-economic function, through its connection with the City itself, wider local authorities such as the Lothians, Fife and across the central belt to Glasgow, and with an international airport located at its heart.

In terms of existing land use, the area is characterised primarily by large areas of agricultural land which functions to contain development sprawl from the urbanised city centre. In addition to the existing communities and business/retail space discussed above, there are a number of significant natural and cultural assets in the area, as well as a large number of sport and leisure resources and education institutions.

2.2 Approach to Baseline Assessment

The economic, environmental and social baseline has been collated through 3 main sources:

- Interrogation of publicly available socio-economic data sets (Section 2.3);
- Coordination and mapping of key land use designations, development pipelines and environmental constraints and opportunities (Section 2.4); and,
- Extensive consultation with key stakeholders recognised as having an interest or specialist knowledge of the area (Section 2.5).

Feedback on barriers to inclusive growth (Section 2.6) was also collected as part of the key stakeholders engagement and the data collated was ultimately distilled into a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis (Section 2.7) which was tested further and refined at the Project Partners workshop. This established the observed baseline performance of West Edinburgh and formed the basis for identifying the barriers to inclusive growth which are ultimately intorogated further through Phase 1 of the WE-SSIG.

All socio-economic data sets have been considered in the context of the 5 'P's established as themes in the Scottish Government's Inclusive Growth Outcomes Framework, namely: Productivity, Population, Participation, People and Place (see Figure 2A 'Inclusive Growth Outcomes Framework (SCRIG) Local and Regional Inclusive Growth Diagnostic User Guide'). Zero carbon objectives and sustainability principles are engrained within the 5Ps and are also considered throughout the baseline assessment.

Chapter 5 of this Report further refines the 5Ps to relate specifically to West Edinburgh and utilises this framework to develop a number of 'Propositions' for future growth based on the issues identified through this baseline assessment.

Productivity

Economic growth is resilient, sustainable, and inclusive.

Population

Scotland's population is healthy and skilled.

Participation

Inequality of opportunity to access work is addressed, jobs are fulfilling, secure and well-paid, and everyone is able to maximise their potential

People

Economic benefits and opportunities are spread more widely across Scotland's population, with lower poverty levels.

Place

More equal economic opportunities across Scotland's cities, towns and regions and rural areas, ensuring sustainable communities.

Sustainability

Inclusive Growth is pursued within the constraints of environmental and financial sustainability - ensuring fairness for both current and future generations and preserving, protecting and enhancing Scotland's natural capital and environment.

Figure 2A Inclusive Growth Outcomes Framework (SCRIG Local and Regional Inclusive Growth Diagnostic User Guide)

2.3 Socio-Economic Data Analysis

Productivity Business & Economic Growth

Edinburgh is one of the most economically productive parts of the UK – ranking ninth out of all ONS NUTS3 localities.

Over the past 20 years, the Edinburgh economy has been outperforming national benchmarks thanks to growing sectors such as Financial & Business Services, where relatively strong growth going forward is expected.

In this time, nominal GVA per head growth in Edinburgh was 105%, exceeding Scotland's growth of 85% and even London's growth of 99%.

Over the past five years, employment in Edinburgh has increased by 15% (by far the highest in Scotland), equating to an extra 35,000 employed within the city boundary.

Juch of West Edinburgh has benefited from this growth (particularly the corth-west and south-west) but there are clear disparities, with areas experiencing significantly lower earnings.

Along the Calder Road corridor, there is a clear concentration of lower earning households. These areas are also the areas with higher levels of deprivation across a range of other indicators.

North-west Edinburgh report the highest level in the city of being 'Comfortable' on household income and the lowest levels experiencing 'Difficult' or 'Very Difficult' financial security.

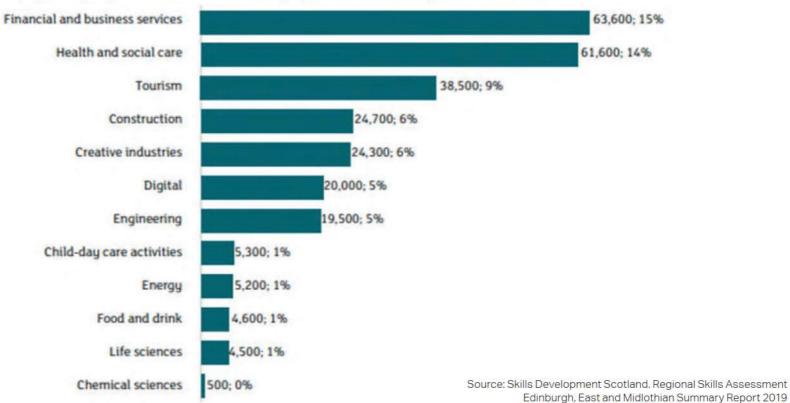
In south-west Edinburgh, although most residents are 'Comfortable' or 'Coping', nearly 30% are finding it 'Difficult' or 'Very Difficult' in terms of financial security.

The greatest employment growth forecast is in Professional, Scientific & Technical Activities sector (8,200 jobs).

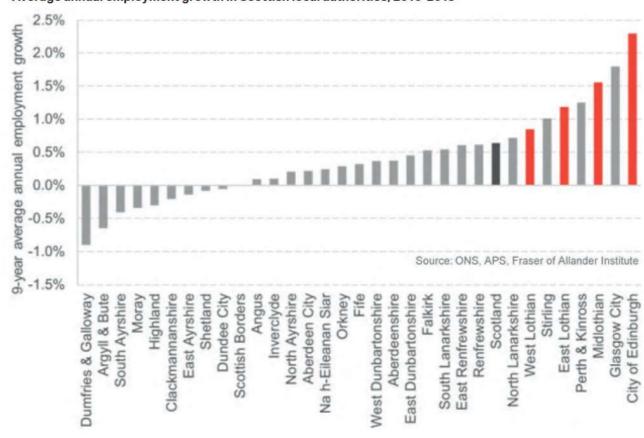
Public Administration & Defence is forecast to contract by 300 jobs over the forecast period due to continued pressure on public finances. This is expected to be offset by the growth in the Health & Social Work sector and a further 4,200 jobs in Education by 2029.

Manufacturing is the sector forecast to have the greatest number of job losses from 2019 to 2029 (2,100).

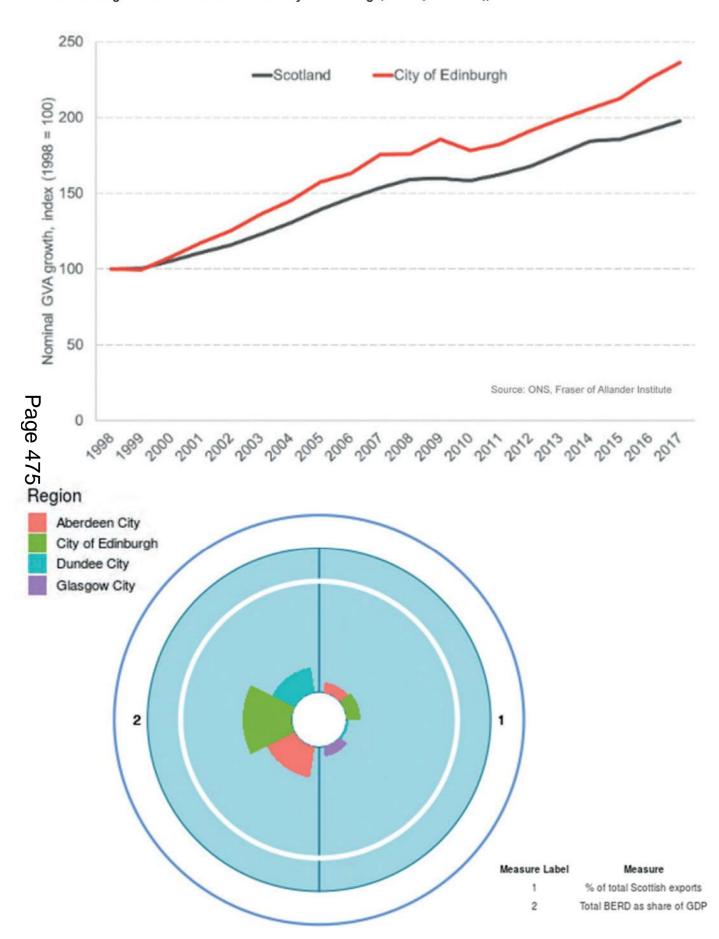
Employment by Key Sector and share of total employment (2019), Edinburgh, East & Midlothian



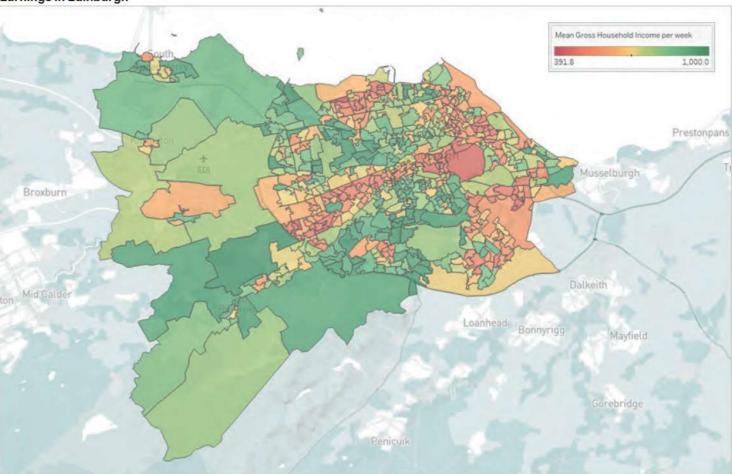
Average annual employment growth in Scottish local authorities, 2010-2019



Nominal GVA growth for Scotland and the City of Edinburgh, index (1998=100), 1998 - 2017

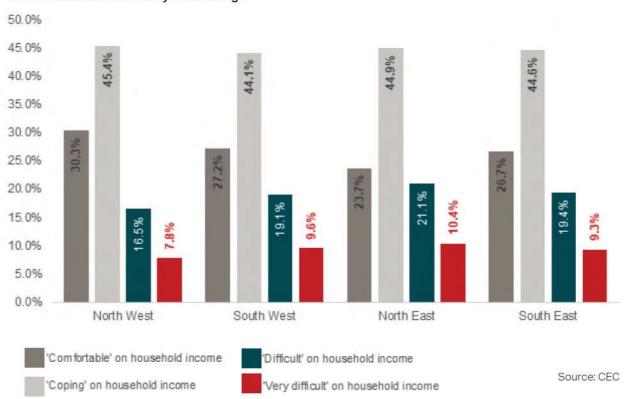


Earnings in Edinburgh



Source: Small Area Income Data, Scottish Government

Levels of Financial Security in Edinburgh



Population Sustainable Working Age Population

The population of Edinburgh and its hinterland has expanded with economic growth and this is expected to continue over the coming years, fuelled by migration as well as natural change.

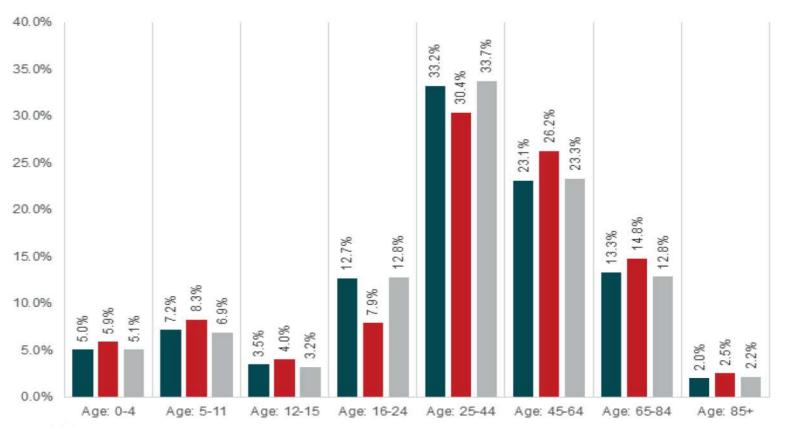
The number of people working in Edinburgh, East & Midlothian is expected to increase by 37,300 over 2019-29.

Edinburgh has a relatively low dependency ratio as a result compared with other Scottish cities

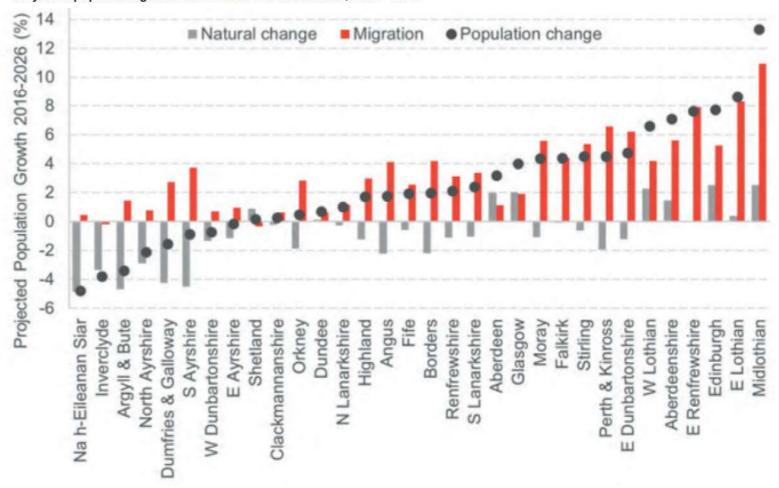
The population of West Edinburgh is approximately 260,000 people, which accounts for around 50% of the city's total population.

North-west Edinburgh has notably higher levels of households with children (21.6%) compared to the city-wide average of 16.8%. It also has a higher level of mature households.

Age Distribution: The West of Edinburgh has a higher level of family and mature households

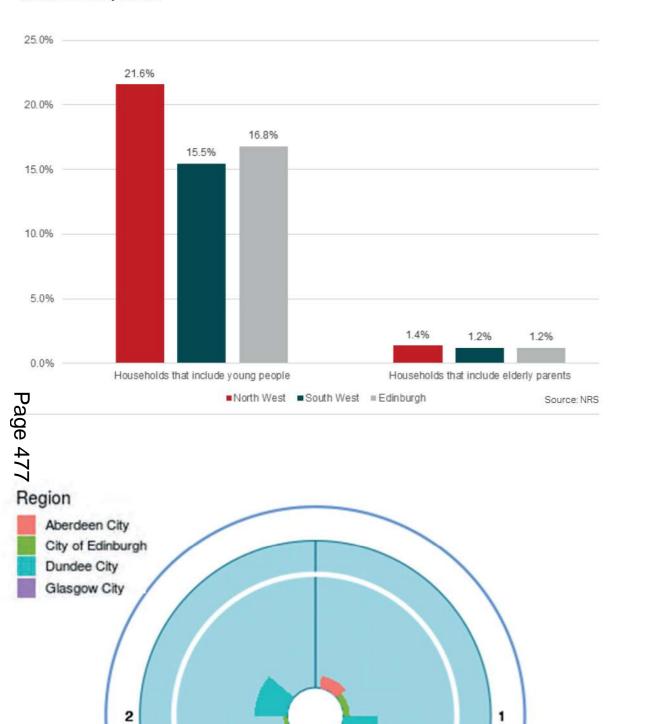


Projected population growth in Scottish local authorities, 2016 - 2026



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Household Composition



Measure Label Measure Dependency ratio from population estimates Dependency Ratio From Population Projections

2

Participation Opportunity & Access To Work

Edinburgh has a diversified economy as a seat of learning, centre of government, tourist destination, technology and bio-science hub, and financial and legal centre.

The city has an economically active population of over 285,000, of which approximately half are resident within West Edinburgh, i.e. a similar proportion to its share of the overall population.

The city's employment rate, at nearly 79%, is high in a national context.

The city has an unemployment rate of 2.9%, which is materially lower than the 3.9% and 5.2% for Scotland and Glasgow respectively.

There are 1.07 jobs per resident aged 16-64 in Edinburgh, higher than Glasgow and Scottish averages.

Qualification rates within the city for NVQ 4 or higher are 58.8%, which is aterially higher than the 44.2% and 45.9% seen in Scotland and Glasgow espectively.

As the centre of governance, the level of civil service employment in the ty is also higher than other areas, at 3% of total employment.

Financial and business services account for the largest proportion of employment in the city, at 15%, followed by Health & Social Care (14%) and Tourism (9%).

Within Edinburgh, there are 19,190 enterprises with 24,400 local units (individual sites that belong to an enterprise). This is a greater number of business than Glasgow but fewer local units.

There is a greater number and proportion of Micro Enterprises in Edinburgh than Glasgow, with 87% of enterprises following into this category.

In Edinburgh, East & Midlothian, 201,000 job openings are forecast from 2019 to 2029. In this region, 40,300 jobs are forecast to be created from 2019 to 2029 due to expansion in the labour market. A further 160,800 job openings will arise due to the replacement requirements.

Key Labour Market Statistics

		Edinburgh		Glasgow	Scotland
		No.	%	%	%
Labour Supply (Oct 18-Sep 19)	Economically Active	285,400	78.9	71.8	77.8
	Unemployment	8,300	2.9	5.2	3.9
Qualifications (Jan 18-Dec 18)	NVQ 4 and Above	208,400	58.8	45.9	44.2
Labour Demand	Job Density	386,000	1.07	1.03	0.82
	Total Civil Service Jobs	9,690	3.00	2.4	1.8

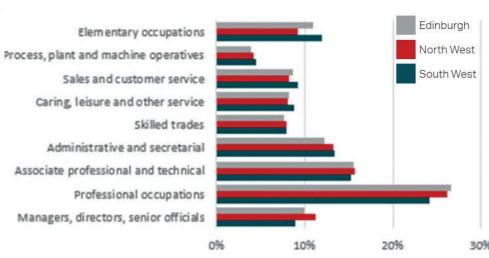
IK D: C (2010)		Edinburgh		Glasgow	
UK Business Count (2019)		No.	%	No.	%
	Micro (0-9)	16,755	87.3	16,055	84.4
	Small (10-49)	1,960	10.2	2,305	12.2
Enterprises	Medium (50-249)	365	1.9	445	2.4
	Large (250+)	110	0.6	125	0.7
	Total	19,190		18,925	4
Local Units	Micro (0-9)	19,510	80.0	19,245	76.8
	Small (10-49)	3,875	15.9	4,590	18.3
	Medium (50-249)	840	3.4	1,010	4
	Large (250+)	175	0.7	210	0.8
	Total	24,400	*	25,060	

Source: ONS/ NOMIS

National Social Grade

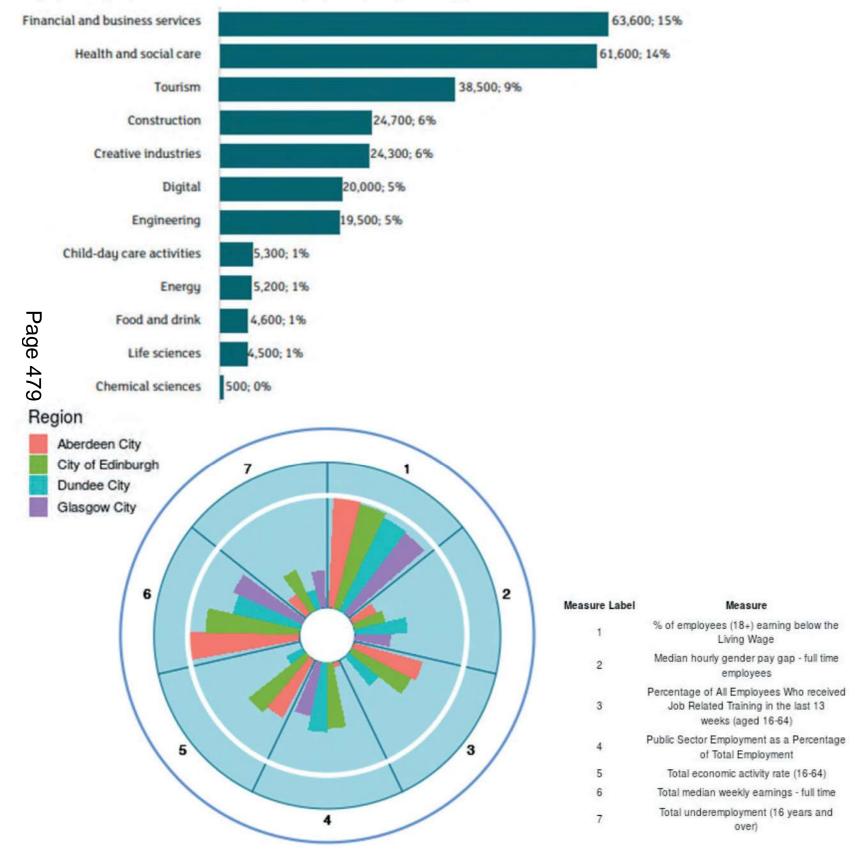
30% Edinburgh 25% North West 20% 15% 10% National National National National National National Social Grade Social Grade Social Grade Social Grade Social Grade 'CZ' Source: Locality and ward data profiles by City of Edinburgh Council

Profession



Source: Locality and ward data profiles by City of Edinburgh Council

Employment by Key Sector and share of total employment (2019), Edinburgh, East & Midlothian



People Health, Skills & Inequality

Within West Edinburgh, there are areas that are ranked within the 5% most deprived areas in Scotland, including The Calders and Wester Hailes.

Areas within West Edinburgh that fall into the 20% most deprived areas also include Saughton, Stenhouse and Broomhouse.

Within West Edinburgh, there are also areas with very low deprivation including Cramond, Barnton and Corstorphine, as well as Currie and Balerno.

Health outcomes are clearly related to deprivation, with relatively deprived parts of West Edinburgh having poor health outcomes, including much higher rates of early death due to cancer and other diseases.

There is also a clear link between education outcomes and deprivation, with relatively deprived areas in the west of the city also having lower concentrations of people with qualifications.

concentrations of people with qualifications.

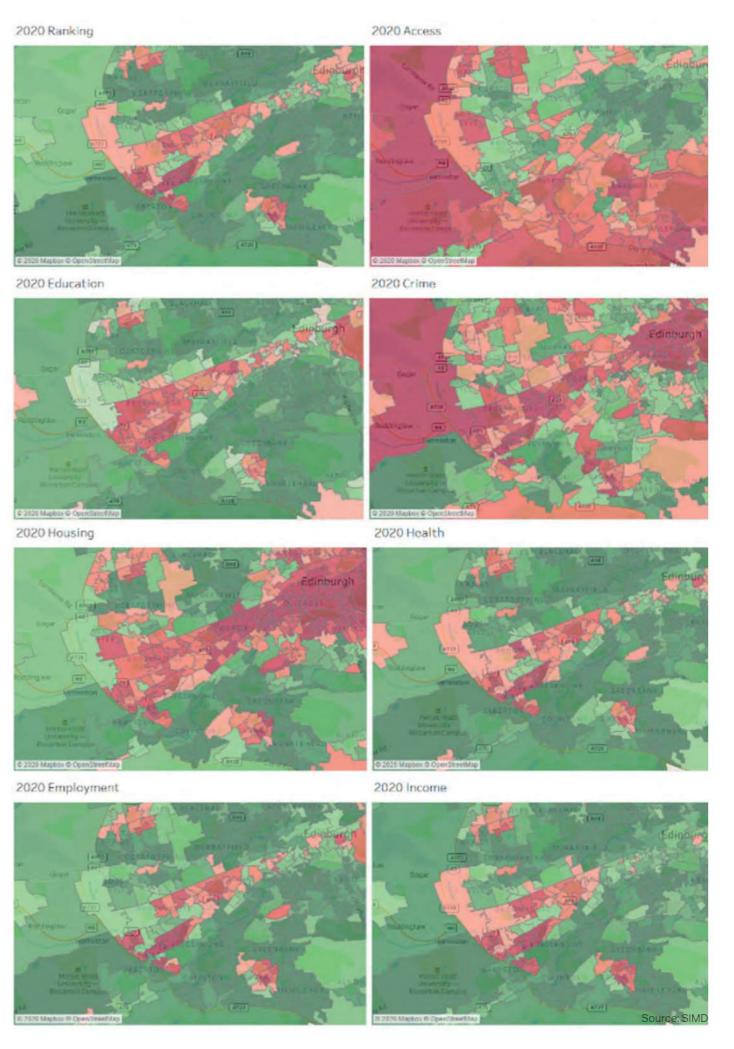
Curther West, beyond Maybury Road and the City Bypass boundaries,

Geographical access to services deprivation is relatively high even in

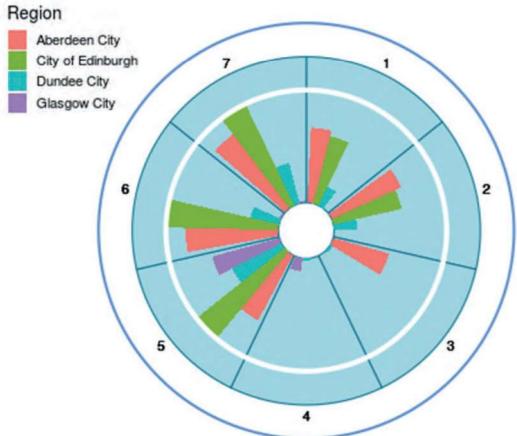
Therwise affluent areas.

herwise affluent areas.

Between the 2016 SIMD and the 2020 SIMD, there has been a general trend of improvement in the overall deprivation ranking in many parts of West Edinburgh. It should be noted that this is a relative measure to other locations in Scotland and not an absolute measure.







Measure Label	Measure			
1	Percentage of children (aged 0-15 years) living in a low income family			
2	Percentage of children (aged 0-19 years) living in a low income family			
3	Percentage of Households which are classed as Workless			
4	Percentage of school leavers in positive destinations			
5	Percentage of the population with degree level qualifications			
6	Percentage of the population with Low Or No Qualifications			
7	Percentage of the population with No Qualifications			

Place Resources, Sustainability

West Edinburgh is peppered with small clusters of development. On the urban edge of the city, it could be described as peri-urban - a hybrid

landscape with fragmented urban and rural characteristics. It is a loose connection of hubs not well connected with each other or the city as a whole.

Much of the land coverage is greenspace, woodland and farmland but much of the green space is not publicly accessible.

Edinburgh residents do benefit from having strong access to green and blue space compared to those in other Scottish cites.

West Edinburgh has tangible assets, such as the Airport and Heriot-Watt University. Plans for better public transport connectivity are key to maximising the values of these assets and reducing carbon emissions.

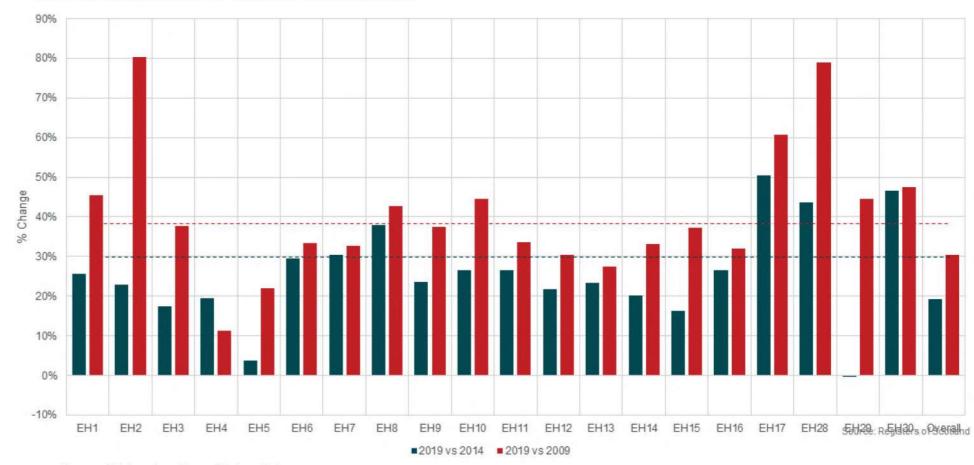
vell-planned mixed use development will also reduce the need to travel and recue carbon emissions.

This will also improve the opportunities for commercial, residential and ducation and R&D expansion in the west of the city.

The ability of new build development to drive housing supply, market activity and values is clearly demonstrated by developments that have shaped the local market in the commuter settlements in West Edinburgh, as exemplified by transaction and house price growth in EH28, EH29 and EH30.

West Edinburgh is a major business hub and supply of office space for the city. Parabola's plans at Edinburgh Park look set to be a further expansion. However, West Edinburgh also has the highest rate of unimplemented planning consents of any Edinburgh office district.

5 & 10 Year Average House Price Change by Postcode District (%)



Demand Driver Locations / Future Drivers



Tourism and Leisure Zones:

- Edinburgh Old Town
- Edinburgh Castle
- Edinburgh Zoo
 Murrayfield Stadium
- George Street & Princes
- Street
- Royal Yacht Britannia

Commercial Zones:

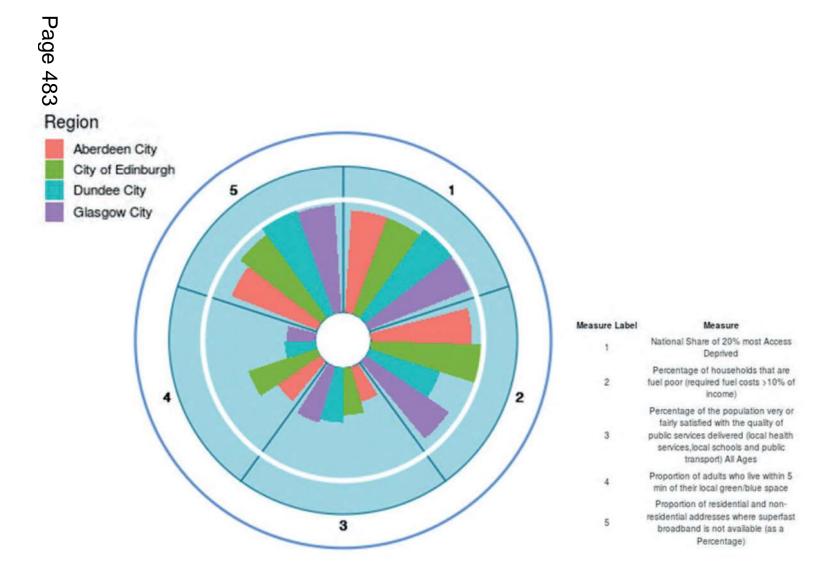
- West End & Exchange District
- Edinburgh Park & South Gyle
- R8S Gogarburn
- St. Andrew Square, George Street and the city centre
- BioQuarter

Transport Hubs;

- Edinburgh Airport
- Haymarket Train Station
- Waverley Train Station

Universities and R&D Campuses:

- University of Edinburgh Central & Kings Buildings Campuses and Little France (plus Edinburgh Royal Infirmary)
- Heriot Watt University and Napier University



2.4 Existing Land Use

The project team have produced a series of maps that outline the existing West Edinburgh context under the following key headings:

- A. Aerial Map
- B. Urban Development and Greenspace
- C. Greenspace, Woodlands and Farms
- D. Watercourses and Fluvial flooding
- E. Neighbourhoods and Identity
- F. Potential Future Development
- G. Notable Buildings
- H. Scheduled Monuments and Listed Buildings

Page 484 Major Roads and Junctions

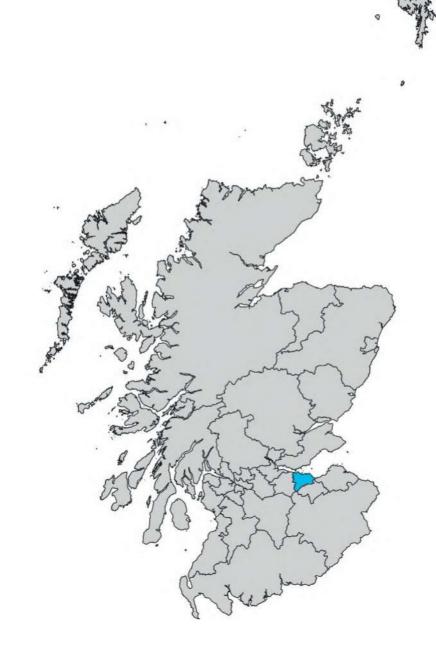
Rail, Tram and Path Network

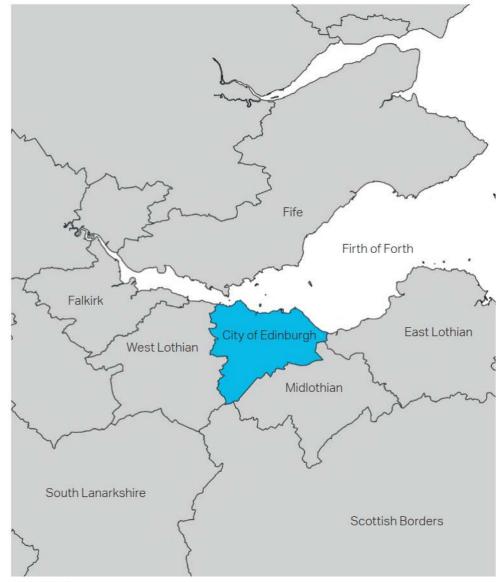
Natural Landscapes and Conservation Areas

L. Mobility Timings

The Aerial Map overleaf indicates the extent of the study area. All other maps listed above are provided as Appendix B.

A series of transportation maps outlining existing baseline information for the areas has been provided as Appendix C.





Map outlining Local Authority Boundaries

Study Area

The Aerial map adjacent indicates the extent of the study area.

This extends from the Firth of Forth to the North and Balerno/Curriehill to the South. It also extends from the Westerhailes/Crammond to the East and Ratho/South Queensferry to the West.

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0 1 2 3 4 km

2.5 Conclusions of Socio-Economic and Land Use Baseline and Identification of Inclusive Growth Barriers

The key outputs of the socio-economic and land use baseline assessment are discussed further below, along with the identification of related inclusive growth barriers which were determined by the Project Team and tested at the subsequent engagement phase. These are discussed further and prioritised in Section 3.2 and 3.3 of this Report.

Options for moving around within West Edinburgh, particularly on a north/south axis remain limited due to physical barriers, active travel routes are fractional and there is a reliance on private car usage which is epitomised by heavy traffic at peak times and issues around air quality. West Edinburgh is served by several major roads and associated infrastructure, however, these define the edge of urban development and create divisions across the area which may be considered as barriers to non-vehicular movement. Foul drainage capacity, as well as energy provision and telecommunications supply is also a potential constraint to sustainable expansion.

Inclusive Growth Barrier 1: Connectivity and Infrastructure

West Edinburgh does not have one specific town centre, nor can be defined by a singular, encompassing identity. Instead it has a number of disparate centres and smaller settlements within the landscape. This is in contrast to the urban area which is defined by many neighbourhoods which connect and overlap each-other. Some of the centres within West Edinburgh are characterised by housing, while others are mostly industrial, commercial or educational. There are a number of areas within West Edinburgh that fall into the 20% most deprived areas in Scotland, yet it also facilitates areas with very low deprivation including Cramond, Barnton and Corstorphine, as well as Currie and Balerno. Overall, there is a stark change in deprivation levels and opportunity, within relatively close geographies.

Inclusive Growth Barrier 2: Character and Identity

• Employment levels are generally high in Edinburgh yet within West Edinburgh, there are areas that are ranked within the 5% most deprived areas in Scotland, including The Calders and Wester Hailes. There is also a clear link between education outcomes and deprivation, with relatively deprived areas in the west of the city also having lower concentrations of people with qualifications. While employment opportunities appear high, the significant proportion of deprived areas in West Edinburgh would suggest that access to these opportunities is being curtailed in part due to a lack of support network and links with educational facilities. It should be recognised that West Edinburgh also has a notably high number of households with children.

Inclusive Growth Barrier 3: Social Infrastructure

Disjointed green belt release and a succession of land allocations supported through national and local planning policy which have not been delivered have eroded confidence in West Edinburgh as a regional economic hub. Meanwhile, some speculative developments in the region have been successful in being consented, which has led to a fragmented, piecemeal approach to regional growth with no underlying infrastructure strategy or realistic vision on what West Edinburgh can deliver in a local, regional land national context. Delivering the optimum solution for inclusive growth in West Edinburgh is also made more challenging due to the fact that much of the land is privately owned resulting in competing interests for development delivery.

Inclusive Growth Barrier 4: Leadership and Clarity Inclusive Growth Barrier 5: Ownership

Much of West Edinburgh has not benefitted from recent city-wide
economic growth, in particular the Calder Road corridor where there
is a clear concentration of lower earning households. These areas are
also the areas with higher levels of deprivation across a range of other
indicators. Financial security also remains an issue across pockets
of West Edinburgh. Meanwhile, large scale delivery of business and
industry land has not been delivered at the scale or pace that was
envisaged under NPF 3.

Inclusive Growth Barrier 6: Untapped Potential

- There large swathes of open space, woodland and farmland across West Edinburgh which remain largely impenetrable and under-utilised. There are a small number of additional environmental and land use policy constraints, as well as technical delivery constraints (e.g. drainage and water management) which restrict the opportunity for development in West Edinburgh, but this should be balanced against the rich natural and cultural assets which are present throughout the area and remain largely under-utilised and difficult to access. The reliance on car usage in the area and associated air quality management issues does have the potential to directly affect the health and wellbeing of the local population, particularly along local transit routes in the adjacency of housing such as on Calder Road.
 Inclusive Growth Barrier 7: Environmental Constraints
- One further barrier, 'Inclusive Growth Barrier 8: Lack of Diversity',
 was identified through the engagement process discussed below
 and was subsequently added to the assessment. This barrier reflects
 a recurring theme that there is presently an overall lack of choice
 within West Edinburgh, which ultimately has a direct impact on social
 exclusion. As well as a reliance on private car to move around locally,
 there is an identified lack of choice when it comes to affordable
 family housing, employment opportunities and access to recreational
 facilities.

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2.6 Key Stakeholders Baseline Feedback

Table 1.1 above outlines the key stakeholders identified as having a specific interest or specialist knowledge of West Edinburgh who responded to the request to engage with the WE-SSIG. The following section outlines the broad baseline condition themes which were ascertained from the key stakeholders through a combination of data gathering techniques, including: face-to-face interviews, questionnaire feedback and requests for technical data.

2.6.1 Overview of Feedback

The following key themes and comments were provided in relation to the current performance of West Edinburgh against the aspirations of NPF 3.

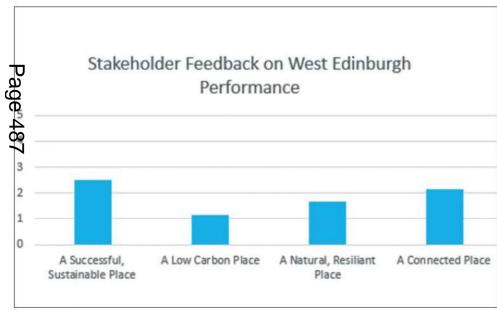


Figure 2B
Stakeholder Feedback on Current Performance

2.6.2 A Successful, Sustainable Place

Policy Aspiration

We have a growing low carbon economy which provides opportunities that are more fairly distributed between, and within, all our communities. We live in high quality, vibrant and sustainable places with enough, good quality homes. Our living environments foster better health and we have reduced spatial inequalities in well-being. There is a fair distribution of opportunities in cities, towns and rural areas, reflecting the diversity and strengths of our unique people and places.

Detailed feedback:

- Not considered successful due to lack of development, community and economic growth delivered.
- Lack of connection with RBS HQ/RHASS and the city.
- IBG implies the planning system is preventing rather than enabling development.
- The airport is a success.
- · Public transport extremely poor causing dependency on car travel.
- Lack of transparency in the planning approval process.
- Lack of commitment to LDP Action Programme.
- Currie has a balance of successful and sustainable, benefiting from the university attracting companies bringing their research and jobs, located by the Green Belt and working towards carbon neutrality.
- Successful for economic development of the region given its transport accessibility.
- The tram is positive alternative to vehicle only journeys to the airport/ business sites
- Underutilisation of the Edinburgh Gateway station, should be inspired by other European airports where train station is within walking distance.
- LDP ambitions are more relative to economic growth, not housing delivery.
- · Some communities not connected to the City.
- New communities would benefit from other economic hubs, facilities and communities set within the area and increase employment opportunities living in deprived areas around.
- More opportunity to better connect and integrate land uses and communities.

2.6.3 A Low Carbon Place

Policy Aspiration

We have seized the opportunities arising from our ambition to be a world leader in low carbon energy generation, both onshore and offshore. Our built environment is more energy efficient and produces less waste and we have largely decarbonised our travel.

Detailed feedback:

- Gateway Station, Almond Loop and Rail service needs to be utilised
- Public transport is poor in the area causing need to commute by car from some nearby communities but significant distance from buses

Page 488 Congestion at Newbridge and Gogar polluting area around the A8.

Some communities not on gas network and broadband not always

- No delivery of LDP programme on transport delivery despite Supplementary Guidance.
- No delivery of the pedestrian/cycle bridge over the railway, or 3 key junction improvements in the Maybury / Barnton Transport Contribution Zone. Junctions are fundamental to the Lothian 31 bus service.
- Opportunity to improve building efficiency and install public chargers.
- Expanding airport needs expanding provision of park and ride and other business needed functions.
- Low carbon services are demand driven and currently there is not enough demand to improve the services. Public transport demand would increase with reliability of services.
- High quality of mixed use could lead to reduced need to travel.
- District heating could be installed e.g. Heriot Watt University.
- Lack of a joined up approach to encourage a coordinated strategy, shared infrastructure, and to truly offer a low carbon zone focus that can deliver on targets and aspirations
- Despite significant improvements in public transport, the nature of the location and need for commuting into and within the city necessitate the majority of journeys to still be dominated by private car.

2.6.4 A Natural, Resilient Place

Policy Aspiration

Natural and cultural assets are respected, they are improving in condition and represent a sustainable economic, environmental and social resource for the nation. Our environment and infrastructure have become more resilient to the impacts of climate change.

Detailed feedback:

- West Edinburgh not recognised as identifiable place, better use of landscaping to be used for improving biodiversity as well as wellbeing.
- Very little focus on environmental aspirations through the LDP.
- Not aware of any cultural assets in West Edinburgh.
- Lack of support from Scottish Government /CEC to deal with SUDS.
- · Poor communication with Scottish Water regarding foul capacity and solutions delivery.
- The Green Belt provides carbon sink for the area, so should not be developed.
- · Old Riccarton Estate should be considered as cultural and national asset.
- Current arrangements do not support a high-quality environment links. Any housing or business will be dependent upon vehicle or other transport links. Struggle to achieve walking links or access to nature.
- Lack of habitat connectivity / large areas of public space promoting biodiversity. Difficult to improve biodiversity due to airport restrictions on woodland planting.
- The natural and cultural heritage of West Edinburgh is to an extent underplayed, given the wealth and breadth of other assets in the city, and in other nearby locations such as the Pentland Hills Regional Park.
- There are assets that connect West Edinburgh with the city, such as cycle routes, walking routes, and others combining natural hand cultural heritage such as the Union Canal.
- · New development proposals should link natural and cultural assets in the wider West Edinburgh Area to strengthen identity, to the benefit of the local population, employees and users of the area.

2.6.5 A Connected Place

Policy Aspiration

The whole country has access to high-speed fixed and mobile digital networks. We make better use of our existing infrastructure, and have improved internal and international transport links to facilitate our ambition for growth and our commitment to an inclusive society.

Detailed feedback:

- Great connections by all modes but lack of development in the area.
- Many communities receive poor mobile service and digital networks are slowly reaching the area.
- Significant congestion is experienced on routes between rural
- Lack of delivery mechanism and communication between stakeholders who block delivery of development.
- Need for communication with education infrastructure as secondary school not needed/not approved in the LDP.
- Travelling north/south is difficult.
- SEStran Regional Transport Strategy 2015-25 notes the delivery of the key interchanges can only deliver full economic benefit if effective for the whole region.
- City Deal Funding will support HWU & Research park. Queensferry Crossing to maintain crucial links, roads around airport/bypass congested at peak times.
- Rail electrification helped to some extent but investment in service frequency (e.g. Curriehill) is needed.

2.7 Identification of Inclusive Growth Barriers

As part of the key stakeholder engagement process, respondents were specifically asked to identify barriers to inclusive growth in West Edinburgh, and key stakeholders required in order to break down those barriers. These conclusions were tested and refined at the Project Partner Workshop and set the basis for developing a proposed spatial response to fulfilling West Edinburgh's potential.

2.7.1 Overview of Feedback

The following key themes and comments were provided in relation to the current performance of West Edinburgh against the aspirations of NPF 3.

Identified Barriers to Inclusive Growth

 Lack of transparency in planning progress and link between individual developments.

Lack of visible progress in the area puts of investors.

Lack of a wider West Edinburgh masterplan.

- Difficult to move around locally without a car.
- Lack of access to range of affordable homes.
- Lack of strategic infrastructure investment / delivery of CEC's LDP Action Plan.
- Under-resourced public organisations cannot seem to deliver, despite good intentions.
- No link between NPF3 which identifies the area for growth and the LDP.
- Scale and nature of private ownership limits influence of planning policy.
- Lack of integrated leadership/coordination from decision makers, including approach to environmental constraints.
- Competing priorities between communities and key stakeholders.
- · Lack of agreed council/political vision to delivery agreed long term strategies.
- Lack of coordination of resources outside of town planning to combat deprivation, e.g. social work, education support, employment support, housing support, health support and supportive legislation such as gender pay equality.
- Rural West Edinburgh often neglected and not considered part of the city.
- Existing open space is under-utilised and inaccessible.
- · Connectivity is too heavily focussed on city centre and regional transit.

Key Stakeholders Identified

- Capital City Partnership
- City of Edinburgh Council
- City Deal representatives
- Educations sector
- Edinburgh Airport
- Energy Providers
- Financial institutions
- Health providers
- Heriot Watt University
- Lothian buses
- Network Rail/Scotrail
- Scottish Enterprise
- Scottish Government
- Skills Development Scotland
- Small/medium-size/state owned enterprises
- Statutory Agencies
- Tech sector
- Transport Scotland
- Voluntary organisations/Community Groups

2.8 Summary of West Edinburgh Today (SWOT)

Strengths

- Transport links to City are strong from some areas.
- Successful international airport.
- · Gateway access to central belt of Scotland.
- Few major landowners.
- Existing sport and leisure assets.
- · Strong education links with a series of schools, colleges and universities.
- · Committed private investment in development.
- Good transport links to employment base in Fife.

Space.

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Weaknesses

- Traffic congestion.
- · Lack of parking at Ingliston and Hermiston Park and Rides as a result of increased usage.
- Dominance of 'hard' infrastructure.
- · Lack of affordable housing across the area, although a large concentration of this in Wester Hailes.
- Difficulty to move north/south given physical barriers: all transport provision is based on links with city and region, rather than local need.
- · Not realised full economic potential.
- No sense of place or character.
- · Conflict between urban and rural environments.
- Lack of high quality, accessible open space.
- · Lack of habitat connectivity.
- Natural assets are under-utilised.
- Quality and diversity of housing.
- Perceived lack of local skills resource.
- Noise and air quality effects.
- Lack of high quality amenities
- · Lack of coordinated approach to the area has led to inertia.
- · No previous analysis of housing type demand.
- Airport adjacencies may not be suitable for housing, given noise, pollution, traffic, etc.
- · No designated 'centre'.

AECOM AECOM

Oppotunities

- Successful drivers for economic growth are in place: transport, land, education.
- Tourism potential, particularly around the canal.
- High demand for housing.
- Good potential to integrate communities with academic and business activity, and tailor outputs to meet local as well as regional and national needs.
- Scope to build on and expand existing learning 'hubs' to focus growth of education facilities at a variety of levels with community, business and sports / leisure interests.
- Significant development activity and interest in future opportunities.
- Opportunity to harness growth and ensure that this meets wider objectives, as opposed to site specific Page 491 needs.

More creative energy usage and consumption i.e. district heating, renewables, biomass, etc.

Opportunity to provide better links with cultural and heritage assets.

- Should focus on a wider framework, prioritising projects which can deliver in the short term without significant public investment.
- · Links to City Deal.
- The city is the forefront of higher education with world class universities however these need to be linked to ambitious, economic development plans that are forward thinking and will help diversify the local economy.
- Has the attention of the international investment community.
- Ensure benefits of new development work for existing communities.
- Active travel is an opportunity to address existing constraints in West Edinburgh, in addition to contributing to national targets aimed at addressing climate change and the climate emergency.
- Coordinating delivery groups to provoke partnership working where no ownership unity exists.
- Scope for low carbon 'green cores'.
- Potential to feed economic development from airport expansion plans.
- Emerging Local Development Plan and NPF 4.

Threats

- Failure to determine planning applications leads to uncertainty of investment.
- Lack of joined up thinking to bring forward sustainable solutions for this area.
- No large-scale masterplan owned by CEC.
- Lack of coordinated activity between key stakeholders.
- Lack of employment opportunities / access to employment opportunities.
- Gateway Station, Almond Loop and Rail service under-utilised.
- Gas network and broadband not reliable.
- Site specific residential and / or business proposals can often fail to reflect the wider potential and the power of a more coordinated approach to maximise the benefits to the wider area.
- Local objection to change in the area.
- Competition from other city regions.
- Perceived lack of confidence from decision-makers.
- Scottish Water and other public sector partners need to understand long term strategy to effectively facilitate appropriate infrastructure.
- Increased growth may impact further on air quality.
- Potential loss of important green belt and further reliance on private car.
- Landscape character or key viewpoints could be adversely affected by development
- Lack of coordinated approach.
- Development of housing without identity and appropriate mix of uses.
- Monotonous housing/build standard.
- Long journey times in and around the area.

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3.1 Introduction

The Scottish Centre for Regional Inclusive Growth (SCRIG) is committed to providing access to relevant analytical tools to help stakeholders progress on the development and practical application of inclusive growth policies and action. The SCRIG inclusive growth diagnostic framework emphasises the need to consider an evidence-based approach to policy-making. This process starts with understanding local data and evidence to identify areas for further investigation, including acknowledging evidence gaps and working to improve them. The Inclusive Growth Diagnostic supports the identification of constraints to inclusive growth and informs the development of policies designed to be more consistent with achieving the inclusive growth outcomes within specific local areas and regions.

Taking the outputs of the socio-economic and land-use baseline to the next level, the assessment phase of the WE-SSIG has adapted the road principles of the inclusive growth diagnostic framework in order identify, characterise and prioritise the fundamental constraints to inclusive economic growth in West Edinburgh. This has ultimately led to the identification of potential solutions to overcoming these barriers, or drivers for inclusive growth', which are discussed further in Section 3.4.

3.2 Characterisation of Inclusive Growth Barriers

3.2.1 Connectivity & Infrastructure

It is recognised that Edinburgh International Airport is a nationally significant strategic asset for West Edinburgh which is supported by a network of tram and rail connections linking the area to Edinburgh City Centre, the wider Lothian and Fife regions and across the central belt. However, the options for moving around within West Edinburgh, particularly on a north/south axis remain limited due to physical barriers, active travel routes are fractional and there is a reliance on private car usage which is epitomised by heavy traffic at peak times and issues around air quality. Park and ride facilities at Ingliston and Hermiston Park are overly busy and it is perceived that the Edinburgh Gateway rail interchange is under-utilised. Foul drainage capacity, as well as energy provision and telecommunications supply is also a potential constraint to sustainable growth.

3.2.2 Character & Identity

The Green Belt to the west of the bypass acts as a natural boundary between West Edinburgh and the urbanised centre of Edinburgh city. This has resulted in a broad trend of pushing new residential development

beyond the Green Belt into Mid and West Lothian. This coupled with piecemeal speculative residential development coming forward within the Green Belt has the potential to create a series of unconnected communities with an ill-defined sense of place or character. Furthermore, there remains a conflict as to whether West Edinburgh is characterised as an urban extension to the city, or a rural hinterland. There is a perceived lack of high quality, accessible open space and overall natural assets (biodiversity, heritage, landscape, watercourses) are under-utilised. There are a number of sport and leisure assets in the area as well as a string of educational hubs. The headquarters of RBS, Edinburgh Park, the Gyle centre and the airport are the primary employment hubs.

3.2.3 Social Infrastructure

Re-forcing the conclusions of the baseline assessment, it has been recognised through interviews with key employers in West Edinburgh (for example, Heriot Watt University and Edinburgh Airport) that social infrastructure barriers such as lack of childcare provision, health inequalities and diminished educational support do act as a significant employment restrictions in the locality. This coupled with a lack of awareness of employment opportunities often results directly in disengagement, social exclusion and ultimately drives inequality in West Edinburgh.

3.2.4 Leadership and Clarity

Again, as supported by the baseline assessment, a common theme which evolved throughout the stakeholder engagement process was a lack of leadership and clarity around the future strategy for West Edinburgh and this permeates through all of the barriers to inclusive growth which have been identified. With the demise of the West Edinburgh Planning Framework, the current LDP aspires to deliver controlled business and residential growth in the area, but has been unable to effectively facilitate the majority of this throughout its lifetime and has been tested by a series of unallocated mixed-use applications coming forward in the Green Belt. This has led to a lack of joined-up thinking and an absence of conviction by decision-makers which has ultimately held back West Edinburgh's potential for strategic growth.

3.2.5 Ownership

Although there is only a small number of landowners in West Edinburgh, there is no significant strategic parcels of land which are under public ownership and therefore control of future development and infrastructure is primarily influenced through development planning. The competing interests and objectives of landowners in the locality also acts as a barrier for inclusive growth.

3.2.6 Untapped Potential

Another key theme which permeates across all barriers is that West Edinburgh presents a real untapped asset for the city and region, with space to implement positive change. As previously discussed, NPF 3 envisages West Edinburgh as "a successful business-led city extension which fulfils its potential for international investment, new jobs and high quality of place". To date however, investment and resulting development has not been as extensive as expected, typified by the failure to deliver the extensive employment land established in the LDP (Emp 5: Royal Highland Centre, and Emp6: International Business Gateway). These sites remain well connected to the city centre via the tram network and surrounded by high quality education institutions, however investment and resulting development has not been delivered at the pace expected.

3.2.7 Environmental Constraints

There are a number of environmental and land use policy constraints, as well as technical delivery constraints (e.g. drainage and water management) which restrict and constrain the opportunity for development in West Edinburgh, but this should be balanced against the rich natural and cultural assets which are present throughout the area and remain largely under-utilised and difficult to access. The reliance on car usage in the area and associated air quality management issues does have the potential to directly effect the health and wellbeing of the local population. There is also a wider aspiration for a low carbon future in city and an associated expectation that any forthcoming development demonstrates how emissions will be managed and energy usage balanced.

3.2.8 Lack of Diversity

Another recurring theme across the engagement process was an overall lack of choice within West Edinburgh, which ultimately has a direct impact on social exclusion. As well as a reliance on private car to move around locally, there is an identified lack of choice when it comes to affordable family housing, employment opportunities and access to recreational facilities.

3.3 Prioritisation of Inclusive Growth **Barriers**

In line with the broad parameters outlined in the SCRIG Local and Regional Inclusive Growth Diagnostic User Guide, Table 3.1 below outlines an assessment of the significance of each inclusive growth barrier against the criteria identified in Table 3.2, covering social inclusion, economic growth and low carbon objectives.

In summary, the barriers to inclusive growth barriers can be prioritised as follows, which is broadly consistent with the engagement feedback received:

- 1. Leadership and clarity.
- 2. Untapped potential / Connectivity and Infrastructure.
- Lack of Diversity.

Page 495 Character and Identity / Social Infrastructure.

Ownership.

Environmental Constraints.

Under Phase 2 of the WE-SSIG, these priority rankings will ultimately inform the prioritisation, deliverability and potential impact of the inclusive growth drivers which have been identified.

Barrier to Economic		Low				Priority Weighting (to inform
Growth in West Edinburgh	Inclusion	Growth	Carbon	Score	Ranking	deliverability matrix)
Connectivity and Infrastructure	2	3	2	7	2=	High
Character and Identity	2	2	1	5	4=	Medium
Social Infrastructure	2	2	1	5	4=	Medium
Leadership and Clarity	3	3	2	8	1	High
Ownership	1	2	1	4	5	Low
Un-tapped Potential	2	3	2	7	2=	High
Environmental Constraints	1	1	1	3	6	Low
Lack of Diversity	2	2	2	6	3	Medium

Impact Descriptor	Score	Inclusion	Growth	Low Carbon
Large	3	The constraint is specifically preventing access or potential to secure, fulfilling and well paid employment opportunities for all groups in society, or is impacting on inclusion within society as a whole.	The constraint is significantly holding back a key driver for competitive economic growth (i.e. innovation, investment, human capital, internationisation).	The constraint is increasing reliance on fossil fuels or significantly damaging the natural and physical resources in the area.
Medium	2	This constraint is acting as barrier to facilitate a diverse working age, skilled population or is failing to support a reduction in inequality.	The constraint is creating significant uncertainty in the market resulting in delay or detraction in investment and growth.	The constraint is preventing a transition to a low carbon economy.
Small	1	The constraint has a negligible effect on the availability of secure and well paid employment opportunities.	The constraint has a negligible effect on facilitating competitive economic growth.	The constraint has a negligible material effect on energy use or consumption.

3.4 Identification of Inclusive Growth Drivers

3.4.1 Key Stakeholder Feedback

As part of the stakeholder engagement process, respondents were asked to prioritise one short-term objective (i.e. immediate) and one medium-term objective (in line with City Plan 2030), and one long-term objective (City Vision 2050) to drive inclusive growth in West Edinburgh. The collated resulted are presented in Table 3.3 below.

3.4.2 Project Partner Feedback

In order to generate discussion at the Project Partner workshop, a series of provocations were put to attendees, partly to help build a future vision for West Edinburgh, but also to draw out additional interventions which might spark inclusive growth.

Project Partner Provocations

- Who is responsible for delivering inclusive growth in West Edinburgh? and how might that be actioned
- Should West Edinburgh be re-prioritised as an integrated mobility area, connecting the city centre with wider regions? If so - how?
- How can we best utilise the airport to drive inclusive growth?
- Should existing urban spaces and neighbourhoods in West Edinburgh be intensified instead of new greenfield development?
- Do we need to redefine the term/function of 'Greenbelt' for West Edinburgh?
- Should mobility connections within the West Edinburgh locality be prioritised over wider regional links?
- Is spatial planning the key driver for inclusive growth in West Edinburgh or should the priority instead be on socio-economic investment (education, skills, social infrastructure)? – if so, what and how?
- What are the best mechanisms to collaborate with developers/ investors to unlock inclusive growth opportunities in West Edinburgh?
- Should the Development Plan regulate / influence or respond/react in terms of diversification? Carrot or stick approach?
- Are there any barriers/threats to delivering inclusive growth in West Edinburgh which are too great to overcome? e.g. showstoppers -and how might these be mitigated?

Further discussion was based around how best to get most impact and meet inclusive growth strategy from present day to 2030 and beyond.

In this case, participants were invited to consider possible interventions, from 'Do minimum' to 'Do maximum' and across a range of timeframes.

Table 3.4 presents ideas for key Inclusive growth drivers which were extracted from this discussion:

Table 3.3 Key Stakeholders Inclusion	sive Growth Drivers		
Short Term (Immediate)	Medium Term (City Plan 2030)		
Funding to improve local bus services	Identify transport investment, including alternative transport, P&R or bus lane, to reduce car travel dependency, potentially through developer contributions.		
Immediate implementation of LDP Action programme initiatives	Delivery of transport hub at Currie Hill.		
Ensure that viability of 2016 LDP allocated sites are not prejudiced by emerging policies in City Plan 2030	Collaborative working within CEC to deliver key sites.		
A masterplan which includes appropriate amounts of affordable housing and business developments.	Political alignment and support for the inclusive growth agenda in West Edinburgh to enable Council planning policy and corporate objectives to move forward positively and be realised within the City Plan 2030.		
Strategic consultation with the local communities.	Ensure any masterplan includes appropriate amounts of affordable housing, built in a way that establishes sustainable travel from the outset.		
Coordinate infrastructure requirements across all stakeholders, with focus on low carbon technologies and digital connectivity.	Ensure business development site allocations similarly favour sustainable staff travel plans, and consider allocation of land in masterplanning for a mobility hub to promote shared mobility solutions, bus turning points to future proof public transport services.		
Identify West Edinburgh in NPF 4	There is a need for the development of key development sites within the SEStran region to be fully aligned to both national level and regional level policies and strategies		
Ensure land use and access proposals are consistent with SEStran Regional Transport Strategy aims, objectives and policies to pick up on acknowledged and appraised strategic aims, and that any measures and interventions meet these.	Identify through transport planning and appraisal potential for alternative transport infrastructure to reduce car travel directly to the site, including Park and Ride / bus lane prioritisation and space reallocation.		

Short Term (Immediate)	Medium Term (City Plan 2030)
An incredible and convincing proposition that all stakeholders buy into is fundamental. A Strategic Group should be set up to develop the proposition which should include: the public sector both local and national agencies; cross-party politicians; private sector (land-owners and developers).	Current links are for passing through rather than into and around West Edinburgh. Need connectivity and desire to move between areas in West of Edinburgh.
Place, Space, Provision "Brand". Needs an identity and brand to help shape connections needed around, through and out of the area	Potential new bridge across the bypass at East Riccarton, needs to be quality green space in itself that other developers can take advantage of.
Pre-empting the potential decline of areas before they worsen by providing infrastructure.	Retrofitting link into existing neighbourhoods as well as connecting and making best use of existing infrastructure. e.g unlocking Edinburgh Gateway.
Investigate ways to harness Edinburgh Airport's contribution to the Climate Emergency? Vision to create Scotland as a "Green Tourist Hub." Airport is important, but what is its' future role as an economic contributor in the context of climate emergency? Should we rely on the airport as an enchor?	Removing cars from road outside bypass.
Redirect further densification along the tramline, encouraged by public sector.	Define Herriot Watt University as a key hub for expansion.
dentify ways to work with the bypass, which currently is a significant physical barrier.	Balance needed between physical and social economic propositions.
Study needed to look at what the value of Greenbelt Protection for certain areas may emerge 2 classes of Greenbelt: 'hands off' and 'development allowed were it meets low carbon, infrastructure needs'.	Aligned national, regional and local / community place planning.
Market test areas to provide confidence to the market.	Equalisation as a mechanism to collaborate and share costs on infrastructure
Agree Public Sector Response to what private sector needs	Work from 'places' West Edinburgh is not once place, but several smaller places
Develop jobs, skills and learning strategy for West Edinburgh	CPO key sites so that local authority can start / lead development to create confidence in the private sector.
	Build out First Developments eg. Cammo, West Craigs and then engage with Developments yet to start to ensure they meet a clear vision – collaborate to meet that.
	Build more EV Infrastructure
	Deliver WETA Recommendations
	Establish Westerhailes as a 'digital school of excellence'

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4. West Edinburgh Could Be...

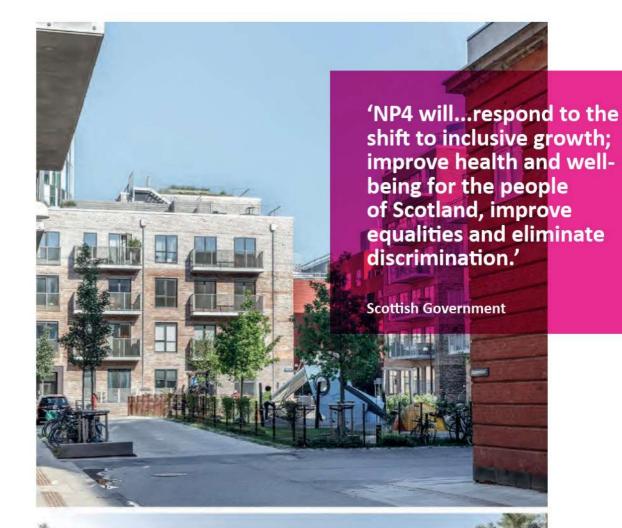
4.1 Introduction

As part of the Project Partner workshop a number of case studies of similar-scale spatial strategies across Europe were presented in order to inspire a creative approach to solutions to inclusive growth in West Edinburgh. A summary of these are presented in 4.2 overleaf detailed information on each case study is presented in Appendix D.

This supplemented feedback from the stakeholder questionnaire which challenged respondents to establish a Vision for West Edinburgh across the next 30 years in line with the key themes identified in Edinburgh's City Vision 2050. Again, this was framed against NPF 3's four objectives for a 'Successful Scotland', namely, Inspired, Thriving, Connected and Fair.

The feedback received is presented in Section 4.3 alongside the additional feedback received from the Project Partnership Workshop, where attendees were asked to summarise their vision for what 'West finburgh could be...' in a succinct phrase or statement.

The key themes emerging from the visioning exercise, together with the identification of potential inclusive growth drivers established in Chapter have ultimately informed the Provocations for future inclusive growth which are outlined in Chapter 5.





4. West Edinburgh Could Be...

4.2 Case Studies

Learning from International Precedents

The Project Team has compiled a series of precedent case studies from around Europe that resonate with the context, aims and objectives of the West Edinburgh Spatial Strategy.

These case studies are predominantly from Northern Europe and Scandanavia and link dense urbanisation with landscape and city connections. Each of the examples vary in scale and their approach to the 5Ps: productivity, population, participation, people and place. However, they are all examples of best practice in creating visions and strategies for new city districts or regions, sustainable communities and productive landscapes with connected infrastructure.



Nordhavn Copenhagen, Denmark

A robust yet flexible strategy for the transformation of a former industrial harbour into a new, sustainable city district.

Identifiable neighbourhoods are connected and integrated to the city centre through a sustainable mobility plan, with a focus on cycle and pedestrian routes and the integration of blue-green infrastructure.

Kalasatama Smart City Helsinki, Finland

City expansion within a former harbour into a model 'smart city' district connected by metro, bus and tram.

Strategy and vision allows for flexible development through collaboration between residents, local authority and private enterprise.



Vauban District Freiburg, Germany

Susatainable, low carbon, car free neighbourhood on 40 hectare site. Resident participation encouraged in construction, maintenance and management through housing cooperatives.

Buildings become a productive landscape through solar energy generation.



Vision 2030 Almere Almere, Netherlands

Vision and strategy for new district of the city of Almere, creating homes for 150,000 new residents.

The strategy combines water, nature reserves and new urban development. Four distinct areas are connected to each other and the city centre via new infrastructure and metro lines.



Emscher Masterplan Rhur Valley, Germany

Re-imagining of a large, unproductive, postindustrial area into a thriving ecological landscape.

Large-scale development and infrastructure are balanced with small scale installations, all of which are focused around key water courses.



4. West Edinburgh Could Be...

4.3 Future Visioning

Table 4.1 What West Edinburgh Could Be - Key Stak	keholder Feedback		
Inspired	Thriving	Connected	Fair
Innovation centre working for the whole region	Jobs and learning	An extension of the city centre	Inclusive accommodation
Bring culture to West Edinburgh i.e. festival events	Meet the needs for Grade A office space for Edinburgh	Integrated rail and bus services attracting employees, students, visitors from the west including Glasgow and the north.	Inclusive multi use hub for communities
Accessible and high quality open spaces	Mixed use live-work location with transport hubs and village centres	A focus on low carbon travel options.	Promoting quality life for all with sustainable transport on the doorstep
Research park which enables further innovation and entrepreneurship in West Edinburgh	A regional growth hub	Enhanced green networks	A fully developed Heriot-Watt University and research park with ties to secondary and primary schools around the area, including those in deprived communities
World class learning centre	A destination for international regional offices bringing diversity of jobs and people.		A place which creates shared experiences
A series of standalone communities for people to live, work, learn and play in close cooperation but without overreliance on the wider Edinburgh City region.	Turn West Edinburgh into the 'Economic lungs of the region's growth by attracting global, innovative companies.		

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HAPPENING (BOTH FIGURATIVELY AND LITERALLY)

A NETWORK OF CONNECTED TOWN CENTRES

PLANNED IN A JOINED-UP WAY A 'GREEN', LOW
CARBON GATEWAY
TO
EDINBURGH/SCOTLAND

A
HIGH-QUALITY
ENVIRONMENT
WITH
AMENITIES FOR
ALL

A LOCAL AND REGIONAL MIXED-USE COMMUNITY PROVIDING
HIGH QUALITY,
MIXED USE
OPPORTUNITIES
FOR ALL

An inclusive community connected to neighbouring communities

ATTRACTIVE TO EMPLOYERS WHO ARE ALIGNED WITH THE VISION AN AREA WITH A
COMPELLING VISION
AND PROPOSITION
FOR THOSE THAT
LIVE AND WORK
THERE

A GREAT PLACE TO LIVE AND WORK WITH EASY ACCESS TO THE OTHER AREAS OF THE CITY An integrated network of jobs, skills and education (major employers, Uni/College, schools working together in partnership)

A DISTINCTIVE
PLACE THAT
ATTRACTS PEOPLE
TO LIVE, WORK AND
VISIT IN A
SUSTAINABLE WAY

A connected, sustainable, mixed use extension of the City

AN AREA OF SOCIAL AND TRANSPORT MOBILITY A place where residents are engaged and contributing to an understanding of the barriers to inclusive growth

INTEGRATED WITH THE CITY CONNECTED, FAIR AND PROSPEROUS A place that plays an important part of the wider Regional/National growth proposition

MAKING USE OF ITS SIGNIFICANT STRENGTHS

DEVELOPING WESTERHAILES IS A DIGITAL SCHOOL OF EXCELLENCE CREATING
OPPORTUNITIES
FOR THE
COMMUNITY WITH
ORGANIC, CULTURAL
RICHNESS

A LONG-TERM SPATIAL STRATEGY WHERE THERE IS CLARITY OF VISION BETWEEN PUBLIC SECTOR PARTNERS AND POLITICAL SUPPORT

MAKING USE OF ITS SIGNIFICANT STRENGTHS A place-based area enhancing a sense of identity and quality

SOMEWHERE THAT MAXIMISES EMPLOYABILITY AN AREA OF INCLUSIVE GROWTH A GATEWAY TO SCOTLAND, THE CITY AND A LOCALINATIONAL INTERCHANGE

Making transport and infrastructure priorities are clear and funded (2020-2030)

Providing a range of types/tenure of housing within a mixed-use environment

LEADING A CHANGE IN APPROACH FROM HOUSEBUILDERS.

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5.1 Introduction

Emerging from the visioning exercise and the identification of potential inclusive growth drivers established in Chapter 3, a number of indicative interventions for facilitating inclusive growth in West Edinburgh have been identified. These have been grouped broadly into the following Propositions which have been developed to inform discussion about future options for change:

- 1. Growing Social Resilience.
- 2. Local Connections & Open Space.
- 3. Regional Mobility & Energy Hub.
- 4. Influencing Market-Led Proposals.
- 5. New City District(s).

Pach Proposition encompasses a number of indicative interventions inclusive Growth Drivers) which have been specifically developed to inclusive growth which have been determined including the baseline data collation and engagement process. These is discussed further in the Option Data Sheets which are presented in Section 5.3.

5.2 Assessment Methodology

The Scottish Government's 5P outcomes for Inclusive Growth discussed under Section 2.2 have been adapted to apply specifically to West Edinburgh and each Proposition has been considered against the criteria outlined in Table 5.1 below to establish the significance of each option in the overall aim of delivering inclusive growth. Sustainability objectives are also engrained within the scoring criteria. The Inclusive growth outcome score for each option is presented on the associated Option Data Sheet.

Table 5.1 Inclusive Growth Assess	The state of the s	1	and an		~~~
Scoring Criteria	//	~	士	×	XX
Productivity Does this Proposition facilitate competitive and economic growth in West Edinburgh which is resilient and sustainable.	Facilitates a broad range and diversity of commercial space which is coordinated, strategically planned and integrated to attract international investment.	Facilitates economic growth through a standardised mix of large-scale commercial space (office/industrial) which is well connected at regional and local levels.	Economic growth is largely reactive/speculative and uncontrolled.	Economic growth is likely to be restricted or delayed significantly due to lack of access to high quality, accessible commercial space.	Lack of infrastructure or support to facilitate competitive and economic growth will result in vacant commercial space, or relocation of existing businesses.
Population Does this Proposition support and facilitate a diverse working age population in West Edinburgh.	Provides a significant range and diversity of housing, employment opportunities, travel and lifestyle options to attract and support a diverse working age population.	Provides a limited range and diversity of housing, employment opportunities, travel and lifestyle options to support a diverse working age population.	Working age population will largely be drawn from existing local communities and wider regional centres as is the case presently.	Specifically excludes certain cohorts of the working age population from accessing employment opportunities in West Edinburgh.	Lack of support for all cohorts of working age population resulting in detrimental effect on existing businesses in the area.
Participation Does this Proposition facilitate Caccess to fulfilling, secure and well- Daid employment opportunities?	Has the potential to create large numbers of diverse, fulfilling, secure and well-paid jobs for local, regional and wider communities.	Has the potential to create limited numbers of permanent jobs; and/ or a large amount of jobs which are focussed on a specific labour market/geography, or are less secure/well paid.	Has the potential to create a limited number of construction jobs over a temporary period.	A limited number of existing jobs are likely to be lost or have to be relocated as a result of this Proposition.	A large number of jobs are likely to be lost or relocated as a result of this Proposition (for example due to closure of major business).
People Does this Proposition facilitate a healthy and skilled population and support reducing inequalities?	Facilitates access to high quality open space and recreational assets and invests in creating stronger links between education facilities and industry in the area, placing inequality at the heart of decision making.	Enhances access to existing open space and recreational facilities. Seeks to provide enhanced physical connections, or choice of connections between communities, educational facilities and employment.	Opportunities for the local population will remain largely unchanged from the existing baseline.	Reduces access to existing open space and recreational facilities and negatively impacts on existing connections between communities and educational/employment opportunities.	Reduces both quality and access to existing open space and recreational facilities and specifically prevents links between education facilities and industry or results in a reduced educational offering in West Edinburgh.
Place Does this Proposition provide West Edinburgh with the natural and physical resources available to ensure a strong and sustainable future?	Provides West Edinburgh with enhanced natural and physical resources which creates a strong identity for the area, maximising the opportunity to provide a strong and sustainable, low carbon future.	Prioritises development of a limited number of key natural or physical resources only.	Existing natural and physical resources will remain largely unchanged from the present situation.	Has an overall negative impact on existing natural or physical resources in West Edinburgh, or specifically prevents transition to low carbon.	Has a significant detrimental impact on existing natural or physical resources in West Edinburgh, specifically preventing sustainable growth and increasing reliance on fossil fuels.
	//	✓		×	××

5.3 Propositions

A series of strategic options – or 'Propositions' – have been developed in response to the baseline findings, existing contextual information and stakeholder feedback.

The Propositions range from 'do minimum/less development' (Proposition 1) through to the creation of new city districts (Proposition 5) and various strategies in-between.

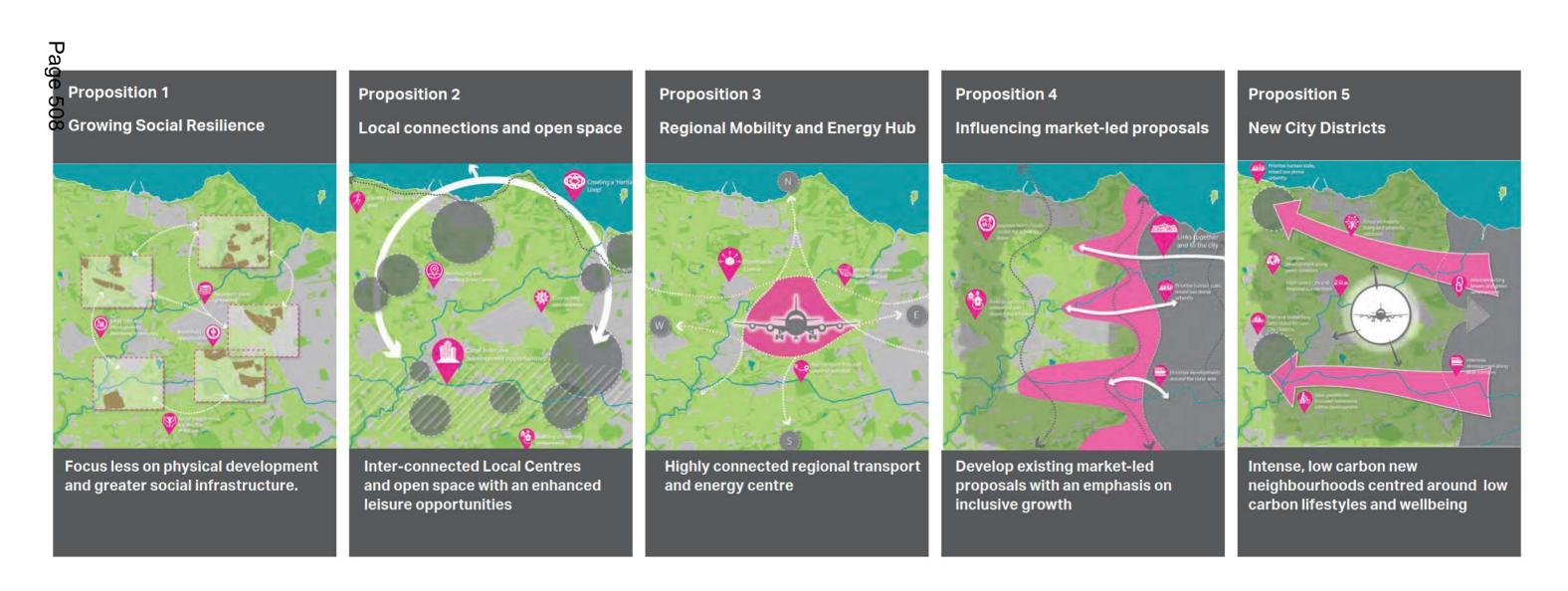
The Propositions seek to provide a deliberate variation in scale, urbanity and infrastructure in order to test the 5P's and provide partners and stakeholders a range of issues to consider and measure.

The Propositions should not be confused with future visions or strategies entirely in themselves. Instead, they seek to set out potential strategies and opportunities for West Edinburgh with low carbon and inclusive growth in mind. They have been informed by best practice and the case studies outlined earlier in this report and their subsequent relationship to the 5P's – Productivity, Population, Participation, People and Place.

Each Proposition outlines a key focus or approach that could be taken to meet the objectives of the study and address the low carbon and inclusive growth priorities.

The options have been presented in diagrammatic form to capture the key issues and illustrate these in a broad way.

They are each described in more detail overleaf with associated assessment and scoring relative to the 5P's.



1: Growing Social Resilience

This proposition suggests that there should only be minimal development within West Edinburgh over the coming decades. Instead, investment and attention should be focused towards building and enhancing social and infrastructure and community empowerment.

The greenbelt is retained as far as possible with only limited commercial development on brownfield sites.

Existing educational institutions and businesses should better connect with one another to form of the properties of the state of the s

Otential impact:

- Provides time and resource to address some of the socioeconomic challenges in the area in a 'soft' way - rather than 'hard', physical development.
- Opportunity to form national exemplar in 'ground up' grassroots community engagement and development.
- Allows protection of the greenbelt and considers opportunities to enhance biodiversity and connection.
- Provides greater opportunities for educational and employment pathway.

Note:

- Minimal physical development in short-medium term.
- Greater focus and investment towards social infrastructure with need to assign steering committee for inclusive growth in West Edinburgh.
- Development primarily to brownfield sites eg. small scale commercial / hotel development at Crosswinds and some additional housing.
- Focus towards development of Community Place Plans.



Developing Local Place Plans, Westerhailes, Edinburgh 2020



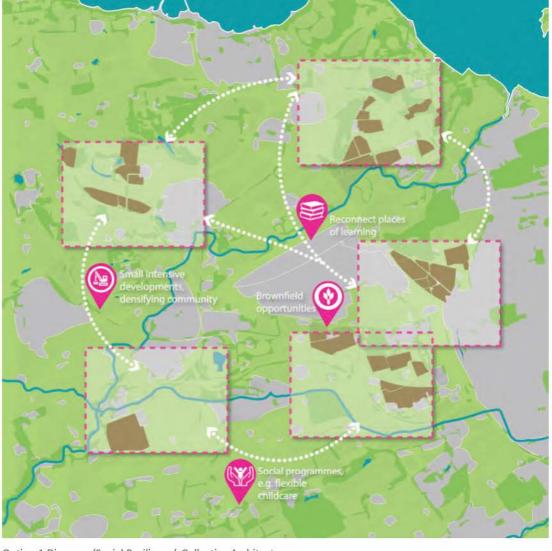
Red Bull Academy Learning Hub, Spain



Brownfield Development Athletes Village, Glasgow



Community Development, Middland, Netherlands



Option 1 Diagram, 'Social Resilience', Collective Architecture

Assessment/Scoring of Option relative to 5P's Productivity: Population: Participation: People: Place: **Barrier Busting** Does this option facilitate competitive support and facilitate facilitate access to facilitate a healthy provide West Edinburgh Scoring and economic growth a diverse working age fulfilling, secure and and skilled population with the natural and Criteria in West Edinburgh population in West well-paid employment and support reducing physical resources which is resilient and Edinburgh? opportunities? inequalities? available to ensure a sustainable? strong and sustainable future? Identity 🗸 Social // Social Infrastructure 🗸 × Resilience Leadership & Clarity 🗸

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2: Local Connections & Open Space

This proposition identifies existing local centres in West Edinburgh as places that could be better connected and intensified to provide increased local amenity and density.

West Edinburgh is also developed as a tourism and leisure destination linked to heritage assets, outdoor activity, improved active travel connections, the canal network and public transport corridors.

The intensified centres area connected via an orbital public transport network linked to **B**dinburgh city centre and beyond to Fife and ရွှိ မြော်lasgow.

57 Potential Impact:

- Provides better-connected, mixed use, sustainable local centres.
- · Enhanced tourism and leisure opportunities with increased health and economic benefits for local people and visitors.
- Intensifies existing communities through incremental development with small scale housing and commercial space (local 'hubs').

Note:

- Requires provision of increased active travel connections and corridors (particularly north / south).
- Promote local orbital public transport connections between key centres/upgrade existing routes.
- Requires strong partnership working across sectors to establish tourism and leisure identity/activities/canal (green/blue network) connect and restore/heritage.
- Re-prioritise A8 as a Gateway Avenue.



Active travel connections, Ruhr Valley Development, Germany



Tourism and leisure identity on the Canal, Pinkston Watersports, Glasgow



Local office 'hubs', Red Tree Business Centre, Glasgow



Assessment/Scoring of Option relative to 5P's

Productivity: Does this option facilitate competitive Scoring and economic growth Criteria in West Edinburgh which is resilient and sustainable?

Population: Does this option support and facilitate a diverse working age population in West

Edinburgh?

Participation: Does this option facilitate access to fulfilling, secure and well-paid employment opportunities?

People: Does this option facilitate a healthy and skilled population and support reducing

inequalities?

Place: Does this option provide West Edinburgh with the natural and physical resources available to ensure a strong and sustainable

future?

Barrier Busting

Local Connections



Connectivity & Infrastructure /

- Identity /
- Un-Tapped Potential 🗸
- Environmental Constraints ~
- Diversity V

3: Regional Mobility and Energy Hub

This proposition builds on the extensive air, road and rail infrastructure that already exists in West Edinburgh. It establishes the area as a regional mobility interchange, energy hub and distribution centre.

Any new development is intensified around the mobility interchange and linked to key arteries and connections for ready movement of people, energy and goods.

The area is transformed into a productive landscape with the opportunity to grow, harness and distribute low carbon energy, supplies and wood.

57

Potential Impact:

- · Positions West Edinburgh as key regional centre for distribution and travel.
- Establishes new commercial enterprise with employment opportunities.
- · Creates clearly defined identity and 'centre' within West Edinburgh.
- Potential to develop area for food production longer term resilience.

Notes:

- Focus of new major transport and energy (e.g. renewables) interchange at Newbridge/Maybury.
- Establish network of park and ride facilities to connect with city centre and key rail stations.
- Potential contradictions in building large-scale logistics hub around airport in the context of Edinburgh's wider low carbon agenda.



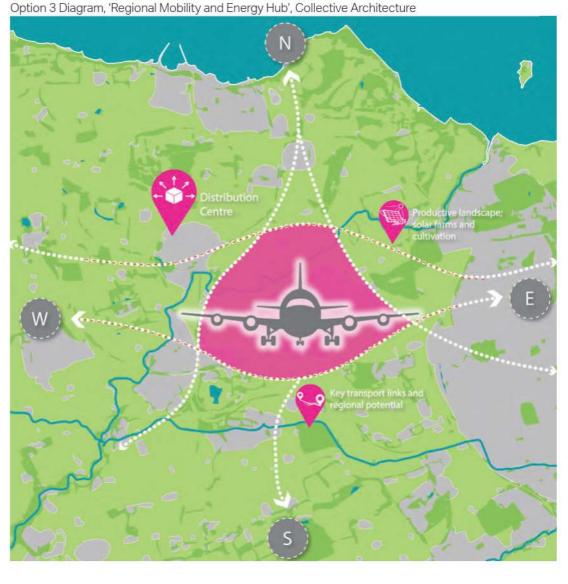
Productive landscape, Nottington Lane, Dorset



Transport Hub, Cargocentre, Frankfurt



Distribution Hub, EMEA Parts Centre in Germany



Assessment/Scoring of Option relative to 5P's

Productivity: Population:

Scoring Criteria

Does this option facilitate competitive and economic growth in West Edinburgh which is resilient and sustainable?

Does this option support and facilitate a diverse working age population in West Edinburgh?

Participation: Does this option facilitate access to fulfilling, secure and well-paid employment

opportunities?

People: Does this option facilitate a healthy and skilled population and support reducing inequalities?

X

Place: **Barrier Busting** Does this option provide West Edinburgh

X

with the natural and physical resources available to ensure a strong and sustainable future?



Identity

- Leadership & Clarity
- Un-Tapped Potential

Regional Hub

4: Influencing Market-Led Proposals

This proposition acknowledges that a number of large scale, market-led proposals for West Edinburgh are in the development pipeline.

These could be better coordinated and redesigned as a whole to meet inclusive growth and low carbon objectives.

Greenbelt release would be required at key areas only to ensure the delivery of dense, mixed tenure, affordable housing at a human scale. To be linked to existing communities with coherence between the natural and built landscape and the promotion of active travel opportunities.

◆ otential Impact:

Delivery of new affordable, mixed tenure housing linked to existing neighbourhoods and communities.

- Clear and legible 'urban edge' to West Edinburgh.
- Enhanced links with existing communities, commercial and educational areas.
- Enhanced active travel and transport opportunities.

Notes:

- Redefine greenbelt and establish equalisation Agreements/
- Focus efforts on addressing barriers with developers e.g cross bypass connections /energy efficiency etc.
- Modal shift required to public transport to reduce reliance on car. Prioritise and deliver transport action programmes to deliver growth.
- · Promote mix of housing scale and type, including adequate affordable housing.



Mixed housing and active travel, liburg, Netherlands



International Business Gateway proposal



Green bridge, North Brabant, Netherlands



Productivity: Does this option

facilitate competitive and economic growth in West Edinburgh which is resilient and sustainable?

Population:

Does this option support and facilitate a diverse working age population in West Edinburgh?

Participation:

Does this option facilitate access to fulfilling, secure and well-paid employment opportunities?

People:

Does this option facilitate a healthy and skilled population and support reducing inequalities?

Place: **Barrier Busting**

Does this option provide West Edinburgh with the natural and physical resources available to ensure a strong and sustainable future?

×

Ownership /

Un-Tapped Potential

Environmental 🗸 Constraints 🗸

Diversity 🗸

Assessment/Scoring of Option relative to 5P's

Scoring Criteria

Market-led

5: New City Districts

This proposition suggests that a series of new city districts be formed as bold, affordable 'green' extensions of the City. These would be designed as low carbon 'new towns' from the outset, focused around sustainable local neighbourhoods with fast links into the City Centre and beyond.

The new districts are focused around existing green routes and corridors such as the Canal and linked to existing communities to the west. They provide ready access to outdoors, walkability, healthy living and affordability.

Potential Impact:

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- Intensive, low carbon extension of the City and redefinition of the greenbelt.
- Delivery of new affordable, mixed tenure housing linked to existing neighbourhoods and communities.
- New development models and approach to infrastructure.
- Enhanced active travel and transport opportunities.

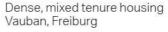
Notes:

- West Edinburgh to be defined as a strategic development area and nationally significant development under NPF4.
- Requires large-scale strategic masterplan for city extension which focuses on low carbon development.
- CPO required to deliver infrastructure which stimulates investment in key growth areas.
- Prioritise and deliver Public Transport Strategic Corridors routes
 7-10 of the Mobility Plan.



Low carbon development, Almere Oosterwold 2030







Cycle-Pedestrian Priority Cobe, Amsterdam

Prioritise human scale, mixed use dense urbanity Intensive development along green corridors High speed City and Regional connections Plan and create long term vision for new City Districts Intensive development along blue corridors Intensive development within development

Diversity

Option 5 Diagram, 'New City Districts', Collective Architecture

Assessment/Scoring of Option relative to 5P's

Scoring Criteria	Productivity: Does this option facilitate competitive and economic growth in West Edinburgh which is resilient and sustainable?	Population: Does this option support and facilitate a diverse working age population in West Edinburgh?	Participation: Does this option facilitate access to fulfilling, secure and well-paid employment opportunities?	People: Does this option facilitate a healthy and skilled population and support reducing inequalities?	Place: Does this option provide West Edinburgh with the natural and physical resources available to ensure a strong and sustainable future?	Barrier Busting
City District	//	//	/ /	//	//	 Connectivity & Infrastructure Identity Social Infrastructure Leadership & Clarity Ownership Un-Tapped Potential Environmental Constraints

5.4 Summary of Propositions

Each Proposition has been assessed or 'scored' relative to each of the 5P's (as per adjacent Table) to provide an overview of how these might achieve the key objectives, provide opportunity and potentially overcome some key barriers.

Assessme	Assessment/Scoring of Propositions relative to 5P's					
Scoring Criteria	Productivity: Does this option facilitate competitive and economic growth in West Edinburgh which is resilient and sustainable?	Population: Does this option support and facilitate a diverse working age population in West Edinburgh?	Participation: Does this option facilitate access to fulfilling, secure and well-paid employment opportunities?	People: Does this option facilitate a healthy and skilled population and support reducing inequalities?	Place: Does this option provide West Edinburgh with the natural and physical resources available to ensure a strong and sustainable future?	Barrier Busting
Social Resilience	±	~	✓	//	×	IdentitySocial InfrastructureLeadership & Clarity
Local Connections	±	±	±	//	~	 Connectivity & Infrastructure Identity Un-Tapped Potential Environmental Constraints Diversity
Regional Hub	//	~	~	×	×	 Connectivity & Infrastructure Identity Leadership & Clarity Un-Tapped Potential
Market-led	±	~	~	✓	×	 Ownership Un-Tapped Potential Environmental Constraints Diversity
City District	//	//	/ /	//	//	 Connectivity & Infrastructure Identity Social Infrastructure Leadership & Clarity Ownership Un-Tapped Potential Environmental Constraints Diversity



6. Option Deliverability and Impact

6.1 Introduction

To inform the next steps of the WE-SSIG it is important to consider the Propositions in the context of both deliverability and the potential impact of overcoming the barriers to inclusive growth which have been identified. To assess this, each indicative inclusive growth driver identified within the Propositions has been assessed quantitatively against deliverability (time, public finance and extent of delivery partners) and impact (time, geographical influence and the number and extent of barriers addressed). Table 6.1 below outlines the scoring parameters which have been utilised. The Deliverability Impact Matrix outlined in Section 6.2 presents the outcome of the assessment.

The full assessment matrix is available in Appendix E.

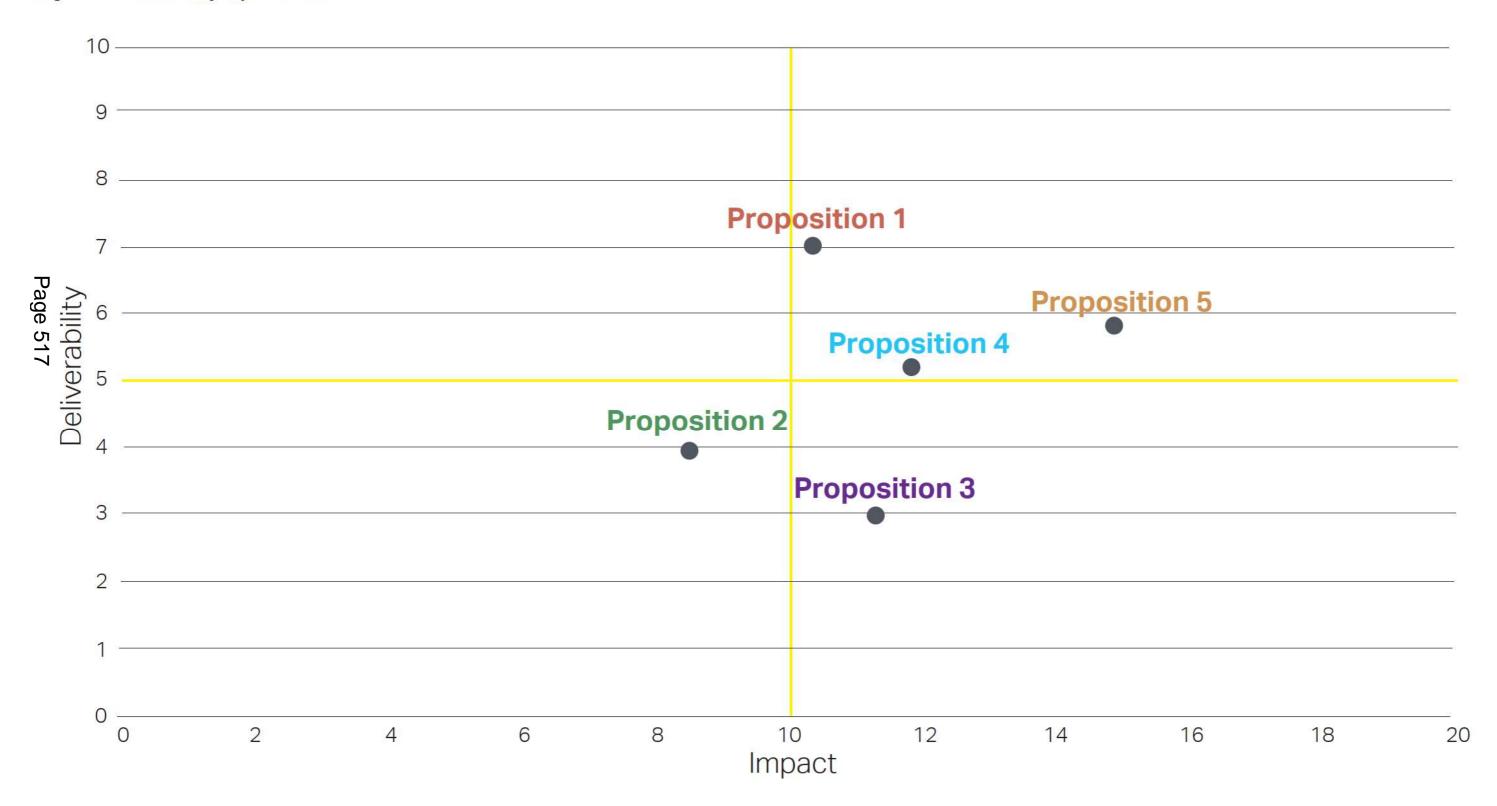
_	Deliverability			Impact		
Time to	Public Finance Investment Required	Extent of Delivery Partners/ Control of outcome	Score	Time for Inclusive growth to be felt	Geographical Influence	Number or Extent of Growth Barriers addressed
Instant	Negligible	Delivered solely through Local Authority	3	Instant	National	High
0-5 years	Low	Local Authority and wider public sector and community stakeholders	2	0-5 years	Regional	Medium
5-10 years	Medium	Local Authority and selected private partners	1	5-10 years	City-wide	Low
10 years and beyond	High	Significant public and private partnerships.	0	10 years and beyond	West Edinburgh	Negligible

Table 6.2 Deliverabili	ty Impact Matrix
Proposition	Indicative Interventions
	Development primarily to brownfield sites eg. small scale commercial / hotel development at Crosswinds and some additional housing.
Growing Social Resilience	Focus investment towards social infrastructure by assigning steering committee for inclusive growth in West Edinburgh.
	Re-enforce Greenbelt protection and enhance biodiversity. Develop Community place plans. Connect Educational Institutions to facilitate clearer employment pathways
	Intensify key centres with small scale housing and commercial space (local office 'hubs').
2.	Increase active travel connections and options (particularly north / south). Break down bypass barrier and open up green space.
Local Connections & Open Space	Establish tourism and leisure identity/evening activities/canal (green/blue network) connect and restore/heritage.
	Promote local orbital public transport connections between key centres/upgrade existing routes.
	Re-prioritise A8 as 'gateway avenue'.
3.	New transport and energy (e.g. renewables) interchange at Newbridge/Maybury. Establish network of park and ride facilities to connect with city centre and key rail stations. Links improved to other regional opportunities (Fife, Glasgow, etc.). Edinburgh Gateway.
Regional Mobility & Energy Hub	Promote large-scale logistics space, feeding off Airport masterplan.
a Ellergy Hab	Direct investment in new commercial enterprises to generate employment.
	Longer term aspirations to develop area for food production resilience.
	Large scale greenfield release based on current development pipeline
4	Prioritise and Deliver transport action programmes to facilitate growth.
Influencing	Equalisation Agreements/processes.
Market-Led	Promote mix of housing scale and type, including adequate affordable housing.
Proposals	Focus efforts on addressing barriers with developers e.g cross bypass connections / energy efficiency etc. Mode shift to public transport to reduce reliance on car.
	Develop large-scale strategic masterplan for city extension which focuses on low carbon development.
5	Identify West Edinburgh strategic masterplan as a nationally significant development in NPF 4.
New City	CPO to deliver infrastructure which stimulates investment in key growth areas.
District(s)	Prioritise and deliver Public Transport Strategic Corridors routes 7-10 of the Mobility Plan.
	Delivery of new affordable, mixed tenure housing linked to existing neighbourhoods and communities.

6. Option Deliverability and Impact

6.2 Deliverability Matrix

Figure 6A Deliverability Impact Matrix



6. Option Deliverability and Impact

6.3 Summary of Assessment

Through interrogation of baseline socio-economic and environmental data, as well as consultation with key stakeholders, Phase 1 of the WE-SSIG examines barriers to inclusive growth in West Edinburgh, assesses the relative importance of these barriers and seeks to establish potential interventions to overcome these. With reference to these barriers and interventions, a number of Propositions have been developed and framed against the Scottish Government's 5Ps of Inclusive Growth to encourage thinking around potential drivers for achieving the aspiration of inclusive and sustainable growth in West Edinburgh. Of the five Propositions presented, the most favourable when considered on balance between deliverability and impact is Proposition 4, 'Influencing Market-Led Proposals' with Proposition 5 having the strongest influence and Proposition 1 being the most straightforward to deliver.

Notwithstanding this, there are a number of interventions within each Proposition which need to be explored further to determine the extent to which they could combine to help deliver an optimum solution and fully ealise the potential of West Edinburgh.

6.4 Overview of Next Steps

Phase 2 of the WE-SSIG will seek to:

- · Review and refresh Phase 1 Outcomes.
- Re-engage with key stakeholders and local community representatives to test assumptions and develop strategies.
- Carry out a further review of the market and establish a robust future vision for West Edinburgh.
- Refine and analysis key options, including:
 - Identification of preferred option(s), including associated design drawings.
 - b. Consideration of cost implications for implementing interventions.
 - c. Completion of economic and social baseline.
 - d. Analyse economic growth potential for any selected options and to a detailed level the agreed preferred option, including the further development of growth scenarios and delivery mechanisms.
- e. Development of a timeline for implementation and a framework for monitoring and evaluating inclusive growth.

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Policy and Sustainability Committee

10.00 am, Tuesday, 6 October 2020

Recycling and Waste Collection in Schools

Executive/routine
Wards All
Council Commitments 25

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 Notes the changes proposed to improve recycling provision in schools;
 - 1.1.2 Notes the impact of COVID-19 on the introduction of additional recycling services in schools; and
 - 1.1.3 Notes that any additional FM cost can be contained within budgets for 2020/21 and that any future resource requirement will be considered in the context of wider, COVID related, additional cleaning costs for 2021/22.

Paul Lawrence Stephen S Moir

Executive Director of Place Executive Director of Resources

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Report

Recycling and Waste Collection in Schools

2. Executive Summary

2.1 The report responds to an approved Council motion on recycling and waste collection in schools.

3. Background

- 3.1 The Waste (Scotland) Regulations require that businesses put in place comprehensive segregated waste collections for a defined range of materials.
- 3.2 The Council's policy for waste services in Council buildings is included in Appendix 1. All schools and other Council buildings should have separate collection arrangements for paper, card, cans, a defined range of plastics, glass, food (where appropriate) and confidential paper.
- 3.3 The legislation does not require the provision of a food waste collection to premises which are not food waste producers. This means that only Council buildings which produce food require a food waste collection, however the service can also be provided to other premises where there is a demand.
- 3.4 Some schools do not use the glass collection service because they do not allow glass on site. However, they may have relatively small amounts of glass from other sources such as kitchens and staff rooms, and the Waste and Cleansing Service is working directly with schools to ensure this is in place where required.
- 3.5 A comprehensive education programme is delivered in schools by Changeworks. This includes delivering assemblies and workshops as well as providing support for teachers, via email, on waste prevention, reduction and recycling. This is part of an annual contract to deliver waste prevention community engagement and educational activities. Examples of the work being undertaken can be found in Appendix 3.
- 3.6 Unfortunately, due to the current restrictions in schools relating to the Covid-19 pandemic Changeworks will not be able to deliver their educational programme this academic year.
- 3.7 There are three elements to recycling and waste collection for schools:

- 3.7.1 Currently school Business Managers (or other building managers) are responsible for deciding on the provision of recycling bins in each building, in consultation with Facilities Management (FM);
- 3.7.2 FM have responsibility for collection of waste from internal bins and their transfer to the external bins for onward collection. The service also has a responsibility, with the entire school community, to ensure that cross contamination is kept to a minimum; and
- 3.7.3 Waste and Cleansing are responsible for the uplift and disposal of waste from schools.
- 3.8 PPP schools have their own arrangements under the terms of those contracts for waste collection.
- 3.9 On 6 February 2020, the following adjusted motion was approved, to note that:
 - 3.9.1 In Edinburgh schools the end to end recycling and refuse procedures, from item use to pick up by council waste services, were often broken and inadequate to meet current needs and expectations of the school communities;
 - 3.9.2 The services were provided by several departments and responsibilities;
 - 3.9.3 To recognise the importance of minimising the need for recycling in all council buildings in order to meet the council's ambitious 2030 carbon neural target;
 - 3.9.4 To congratulate the leadership and ownership that already existed in school communities across the city;
 - 3.9.5 To acknowledge the role of Changeworks in supporting 'make do and mend' projects in schools such as St Mary's Primary, in order to facilitate and standardise recycling best practice more widely across the school estate; and
 - 3.9.6 To therefore request:
 - 3.9.6.1 All council services involved, including Schools, Estates: Facilities Services and Catering Service, and Waste Services work together to review and provide fit for purpose recycling services in each of our schools to be completed before the start of the 2020/21 academic year within policy and current budgets, and reporting any financial challenges in doing so to the report requested; and
 - 3.9.6.2 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.
- 3.10 As a result of COVID-19 this activity was delayed, while the focus remained on ensuring schools could reopen safely in August 2020.

4. Main report

- 4.1 As a result of COVID-19, priority has been given to reopening schools safely and therefore it has not been possible to provide improved recycling services in schools in time for the 2020/21 academic year.
- 4.2 However, a review of the requirements for school recycling services has been carried out. Appendix 2 outlines the service which is expected to be provided for a 'typical' school.
- 4.3 It is intended to work directly with each individual school and with FM to ensure that the 'typical' school arrangements are introduced. This will also identify if there are any schools where 'typical' arrangements would not be suitable.
- 4.4 Bins and facilities to support the effective segregation of waste within each school will be put in place.
- 4.5 FM have confirmed that in the current financial year, with the additional resources allocated to support the reopening and operation of schools, they will be able to undertake the additional collection of internal waste for recycling in schools. For future years this will be considered as part of a wider report on the cost of cleaning.
- 4.6 Waste and Cleansing will be able to collect any additional recycling waste from schools are part of their normal service.

5. Next Steps

- 5.1 Engagement with school Business Managers will be undertaken to identify any service gaps, with reference to the 'typical' school resource requirement. In the current financial year, FM will ensure that additional waste is collected and stored appropriately.
- 5.2 Waste and Cleansing will continue to work with schools to address any issues with glass collections.
- 5.3 It is proposed to introduce increased collection arrangements in schools to the end of this financial year (FY). Provision of services from 2021/22 onwards will form part of a wider review of cleaning services.

6. Financial impact

- 6.1 The main financial impact of these proposals are on FM, where additional resources will be required to empty internal bins.
- 6.2 On 25 June 2020, the Policy and Sustainability Committee approved a report on the reopening of schools that indicated additional FM costs of £2.33m between June and December 2020. There should be sufficient resource within this provision to absorb any additional costs with FY 2020/21. It is recognised that some of this overall cost may be recouped from the Scottish Government.

6.3 In the slightly longer term, if existing conditions continue, a wider resource requirement will be required to meet the additional cost of cleaning in schools (and other properties) for FY 2021/22 and beyond. It is therefore proposed to consider an any additional resource requirement for recycling in the context of a wider report on the costs of cleaning for 2021/22.

7. Stakeholder/Community Impact

- 7.1 The delivery of enhanced recycling facilities within school buildings serves to meet the expectation of school communities and supports the delivery of the Council's waste and recycling strategy.
- 7.2 The provision of enhanced recycling facilities within school buildings supports the Council in demonstrating environmental leadership and compliance with all relevant legislation.
- 7.3 The delivery of comprehensive recycling services to its own estate, alongside measures to prevent waste arising in the first place, forms an integral part of the Council's own commitment for Edinburgh to become a carbon neutral city by 2030.

8. Background reading/external references

8.1 None

9. Appendices

- 9.1 **Appendix 1** Council policy on waste from Council premises
- 9.2 **Appendix 2** Planned provision of school recycling services
- 9.3 **Appendix 3:** In School Waste Education Programme Case Studies.

Appendix 1: Council policy on waste from Council premises

- It is the Council's policy that all of its premises must comply with the internal Resource Use Policy, as well as the Waste (Scotland) Regulations and all other relevant legislation.
- The Resource Use Policy requires the waste hierarchy to be applied, to reduce, reuse and recycle, and in addition as a minimum to ensure that facilities are in place to recycle: paper, card, cans, plastics, glass and food, as well as to collect non recyclable waste for energy recovery.
- Procedures must be put in place to manage specialised waste streams not covered by general household waste provision (e.g. engine oil).
- It is the responsibility of building managers, in partnership with the Facilities
 Management team covering that building, to ensure compliance on a site by site
 basis, and to arrange collection of the above materials by the Waste and Cleansing
 Service.
- All steps must be taken to maximise use of the recycling services and prevent their contamination with other materials, through the use of adequate signage, the use of correct coloured sacks, and staff training.
- It is expressly forbidden to mix separately collected and mixed waste streams.

Appendix 2: Planned provision of school recycling services

The following table explains how the service should work within a "typical school". The streaming outlined below would be used throughout but the number of bins in each location would vary depending on the size and usage of the space.

Room	Streams	Notes
Classroom	Residual and mixed	
	recycling	
	Confidential waste	
Catering and kitchen areas	Food, residual and mixed	*glass provided unless can
	recycling; glass*	demonstrate not used, e.g.
		in kitchens
Staff rooms	Residual and mixed	*glass provided unless can
	recycling; glass*	demonstrate not used, e.g.
		coffee jars
	Confidential waste	
Corridors and external	Residual	
spaces		

Appendix 3: In School Waste Education Programme Case Studies.

Schools are being encouraged to engage with the service in a more meaningful way rather than just a single assembly or a single workshop so that they can measure the impact that the engagement has had in reducing waste across the school.

In Leith Academy, Lorne PS, St Mary's PS and Trinity Academy, Changeworks are piloting regular engagement with all stakeholders in each school community, taking action to change behaviour and improve infrastructure in and around the schools.

Each school has selected the key topic(s) that they are particularly interested in focussing on:

- St Mary's RC Primary is focussing on recycling and is keen to promote snack recycling in the playground;
- Lorne Primary is focussing on improving the paper recycling
- Leith Academy has litter in the local area as an aim but is now looking to improve recycling and use of disposable packaging in the canteen;
- Trinity Academy is keen to kick start efficient recycling and reduce packaging waste in school. The service met with the eco coordinator and the eco committee to plan future activities.

Leith Academy

Changeworks met with the pupil eco committee now known as the 'climate group' to discuss their priorities and how Changeworks can support them. They are keen to set up a recycling station in the canteen which will be supervised by the climate group in the first instance to ensure good practice.

The recycling system is now in place. The climate group also fed into research on which disposable items could be replaced in the school canteen and the best way of communicating subsequent messages to the student body. This research, although part of a separate project, has highlighted a number of opportunities to work via the whole school approach to reduce waste. A meeting was arranged for February 2020 to discuss next steps.

Lorne Primary

The eco committee conducted a partial waste audit (waste from three classrooms) to monitor how effective current practice of recycling paper is and to assess which other materials could be recycled.

- Key actions that emerged from the waste audit findings were:
- Reminder that paper towels should not go in the recycling bin
- Suggested food caddies for each classroom or each floor of the school
- Set up a mixed recycling bin for each classroom or each floor of the school

The lead teacher wrote a plan of action with the eco committee but has indicated that any engagement with Changeworks will start in the new year.

St Mary's RC

Overall, St Mary's eco committee have embedded mixed recycling in school and staff are regularly recycling food waste.

Trinity Academy

Progress is underway setting up the new recycling system within the school. The new bins have been sourced but there has been a delay in rolling out the system as the school is in discussion with FM as to who should empty these bins. The school is keen that this is not left to the pupils to do and that the cleaning staff who currently empty the general waste bins in classrooms, empty the recycling bins too. This good practice would ensure that this is embedded and becomes routine and does not fall away if there is a change of staff leading the eco initiatives.

The lead teacher has sourced recycling bins for crisp packets but wishes to roll out both recycling initiatives together in a series of assemblies. The school is keen to work to reduce disposables in the school canteen and has sourced money for refillable water bottles for students who don't currently have one.

The Clever Canteen project seeks to reduce single use items by use of these water bottles, lunch boxes and beeswax wraps, supported by environmental and other improvements including

- Loyalty scheme and prize draws
- o Grab and go and pre orders
- Improved outdoor seating
- Standing benches and tables both inside the kitchen



Policy and Sustainability Committee

10:00am, Tuesday 6 October 2020

Policies – Assurance Statement – Legal and Risk

Item number
Executive/routine
Wards

Routine

Council Commitments

1. Recommendations

1.1 To note the update in relation to the Council policies detailed in this report and that work is ongoing to update some of the policies to ensure that they reflect current legislative requirements and best practice and are fit for purpose.

Stephen S. Moir

Executive Director of Resources

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Report

Policies – Assurance Statement – Legal and Risk

2. Executive Summary

- 2.1 To ensure that Council policies reflect current legislative requirements and best practice, all Council directorates and policy owners are required to review their policies on an annual basis.
- 2.2 A number of policies are presently under review.

3. Background

- 3.1 Council policies are key governance tools. Developing, implementing and following these policies helps to achieve the Council's vision, values, pledges and outcomes. They are critical to the Council's operations and compliance with the policies ensures that statutory and regulatory obligations are met in an efficient and accountable manner.
- 3.2 To strengthen governance arrangements in this area, a policy framework has been developed to ensure that all Council policies are easily accessible and are created and renewed in a consistent manner and to an appropriate standard. This includes the development of a comprehensive register of Council policies and the introduction of a policy template to provide the Council with a standardised format in terms of content and style.
- 3.3 The Corporate Policy and Strategy Committee agreed the approach detailed above on 3 September 2013.

4. Main report

4.1 A critical element of the policy framework is to ensure that all Council policies remain fit for purpose. This requires each directorate and policy owner to review, on an annual basis, all policies relevant to their services and to provide the necessary level of assurance that these policies are current and relevant or make the required changes to the policies.

- 4.2 Legal and Risk are responsible for the following Council policies:
 - 4.2.1 Health and Safety Policy
 - 4.2.2 Smoke Free Policy
 - 4.2.3 Asbestos Policy
 - 4.2.4 Fire Safety Policy
 - 4.2.5 Water Safety Policy
 - 4.2.6 Enterprise Risk Management Policy
 - 4.2.7 Risk Appetite Statement
 - 4.2.8 Internal Audit Charter
- 4.3 The current status of each of these policies is set out in the table below:

Policy	Status
Health and Safety Policy	In addition to the impacts of Covid, the review of this policy has been delayed pending the completion of the Life Safety Audit by Internal Audit which is being reported to Governance Risk and Best Value Committee in November 2020. A revised policy will be presented to Committee by December 2020 following consultation with the Trades Unions.
Smoke Free Policy	This policy is considered to remain fit for purpose.
Asbestos Policy	This policy requires amendment to bring it fully into alignment with both legislation and Council practice. The impact of Covid and staffing pressures within the Corporate Health and Safety team has meant this Policy has not yet been fully reviewed. A revised policy will be presented to Committee by March 2021 following consultation with the Trades Unions.
Fire Safety Policy	This Policy requires amendment to bring it fully into alignment with both legislation and Council practice. The review of this policy has been delayed pending the completion of the Life Safety Audit by Internal Audit which is being reported to Governance Risk and Best Value Committee in Nov 2020. A revised policy will be presented to Committee by March 2021 following consultation with the Trades Unions.

Water Safety Policy	This Policy requires amendment to bring it fully into alignment with both legislation and Council practice. The review of this policy has been delayed pending the completion of the Life Safety Audit by Internal Audit which is being reported to Governance Risk and Best Value Committee in Nov 2020. A revised policy will be presented to Committee by March 2021 following consultation with the Trades Unions.
Enterprise Risk Management Policy	The revised policy is being presented to today's Committee for approval.
Risk Appetite Statement	The revised policy is being presented to today's Committee for approval.
Internal Audit Charter	This Policy is considered to remain fit for purpose and was approved in March 2020 by the Leadership Advisory Panel.

4.4 All Council policies are available through an interactive directory on the Council's website.

5. Next Steps

5.1 These policies will continue to be reviewed on an ongoing basis to ensure that they remain fit for purpose.

6. Financial impact

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

7. Stakeholder/Community Impact

7.1 Consultation will be undertaken, where appropriate, with recognised trades unions as part of the Council's Working Together Protocol and local collective consultation arrangements.

8. Background reading/external references

- 8.1 <u>Corporate Policy and Strategy Committee Report 3 September 2013 Review of Council Policy.</u>
- 8.2 <u>Governance, Risk and Best Value Committee Report 22 May 2014 Review of Council Policy: up-date.</u>

9. Appendices

9.1 Appendix 1 – Detail on the relevant Policies

Appendix 1 - Policies

Title:	Council Health and Safety Policy
Approval date:	14/05/2019 (business bulletin)
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Smoke Free Policy
Approval date:	01/10/2019 (business bulletin)
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Council Asbestos Policy
Approval date:	04/12/2018 (business bulletin)
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Council Fire Safety Policy
Approval date:	04/12/2018 (business bulletin)
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Council Water Safety Policy
Approval date:	14/05/2019 (business bulletin)
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Risk Appetite Statement
Approval date	07/08/2018
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Enterprise Risk Management Policy
Approval date	01/10/2019 (business bulletin)
Approval body:	Policy and Sustainability Committee
Review process:	Annual

Title:	Internal Audit Charter
Approval date	31/03/2020 (Leadership Advisory Panel)
Approval body:	Governance, Risk and Best Value Committee
Review process:	Annual



Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Edinburgh's Christmas and Edinburgh's Hogmanay – Contract Terms and Open Book Audit

Executive/routine Executive

Wards All especially City Centre

Council Commitments 43 and 46

1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 note the findings of the open book audit undertaken by officers; and
 - 1.1.2 note the Terms and Conditions of the contract to deliver Edinburgh's Christmas and Edinburgh's Hogmanay that relate to bringing the Council into disrepute, and obtaining necessary consents.

Paul Lawrence

Executive Director of Place

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Report

Edinburgh's Christmas and Edinburgh's Hogmanay – Contract Terms and Open Book Audit

2. Executive Summary

2.1 This report outlines the findings of an open book audit, carried out by Council officers, for Edinburgh's Christmas and Edinburgh's Hogmanay and highlights the terms and conditions within the contract and tender specification in relation to permission.

3. Background

- 3.1 This report responds to the motion from Councillor Jim Campbell to Council on 21 November 2019 on Edinburgh's Winter Festivals requesting to:
 - 3.1.1 arrange an open book audit for this year, and the previous four years, reporting back to the Finance and Resources Committee before the 2020 summer recess;
 - 3.1.2 review which, if any, contract terms or conditions may apply should a counterpart bring the Council into substantial public disrepute, and
 - 3.1.3 identify if, or how, the contract makes 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.
- 3.2 Following a motion by Councillor Mowat, a report on the decision-making surrounding Edinburgh's Christmas was reported to the Policy and Sustainability Committee on <u>26 November 2019</u>. In the report the Chief Executive explained that the Council was looking at how the governance and strategic and operational management of significant events including this event could be strengthened. This was reported to Policy and Sustainability Committee on <u>25 February 2020</u>.

4. Main report

Open Book Audit

4.1 The current contract for the delivery of Edinburgh's Christmas and Hogmanay commenced in April 2017. As the most recent edition of the Winter Festivals represents year three of the contract, four years of financial data are not available

- the open book audit considered the accounts available since the start of the contract.
- 4.2 The audit was undertaken by a Corporate Finance Senior Manager, who was given full access to Underbelly's audited and unaudited accounts. Underbelly's audited accounts for 2019/20 will not be available until late October, noting that companies have been granted an extra three months to file accounts this year, due to COVID-19.
- 4.3 Members will see from the summarised information in Appendix 1 that in year one of the contract, which relates to the financial year February 2017 January 2018, Christmas events returned net income before interest, tax and depreciation charges of £0.695m, whilst Hogmanay events returned a net loss of £0.607m, resulting in overall net income to the combined winter festivals of £0.087m.
- 4.4 In year two (financial year February 2018 January 2019, Christmas events returned net income of £0.638m, whilst Hogmanay events returned a net loss of £0.576m, resulting in net overall income to the combined winter festivals of £0.062m before interest, tax and depreciation charges.
- 4.5 By year three, relating to the financial year February 2019 January 2020, Christmas events returned net income of £0.856m, a 23% increase in net income over the three year period, whilst Hogmanay events returned a net cost of £0.883m, resulting in an overall net loss to the combined winter festivals of £0.027m. The costs associated with Hogmanay events have increased proportionately more than those related to Christmas events.
- 4.6 Over the three year period, net income (event 'profit') before interest, tax and depreciation of £0.122m has been generated from the combined events. This is comprised of a net loss for Hogmanay of -£2.066M, which Underbelly voluntarily covered, outside of the Contract, with a net profit from Christmas of £2.188M.
- 4.7 The figures are inclusive of all income and expenditure received and spent by Underbelly in relation to Edinburgh's Christmas and Edinburgh's Hogmanay for 2017/18, 2018/19 and 2019/20. As such, all revenue streams received by Underbelly (for example, income from bars operated by Underbelly) is included within the figures.
- 4.8 Underbelly received no management fee for either Edinburgh's Christmas or Edinburgh's Hogmanay for these three years of this Contract, nor was one contained within the budget for either event.

Terms and Conditions

- 4.9 The second part of Councillor Campbell's motion requests a review of contract terms or conditions that may apply should a counterpart bring the Council into substantial public disrepute. A copy of the Council's Standard Terms and Conditions is attached at Appendix 2.
- 4.10 Condition 30 (Termination for Breach) states that the Council may terminate this contract in whole or part with immediate effect by the service of written notice on the Service Provider in the following circumstances:

- (g) if any act or omission by the Service Provider or any Sub-contractor causes, or in the Council's reasonable opinion, is likely to cause adverse publicity or damage to the reputation of the Council.
- 4.11 While the issues highlighted in the previous reports to this Committee on 26 November 2019 and 25 February 2020 have caused adverse publicity to the Council, they are not considered to be a material breach nor grounds for termination.

Permissions

- 4.12 The final part of the motion asks officers to identify if, or how, the contract makes 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.
- 4.13 The Terms and Conditions (Appendix 2) of the contract defines Necessary Consents as: all approvals, certificates, authorisations, permissions, licences, permits, regulations and consents necessary from time to time for the performance of the Services including without limitation all approvals, certificates, authorisations, permissions, licences, permits, regulations and consents referred to in the Specification or the Contract Acceptance Letter.
- 4.14 Condition 4 (CONSENTS, SERVICE PROVIDER'S WARRANTY AND DUE DILIGENCE) states: The Service Provider shall ensure that all Necessary Consents are in place to provide the Services and the Council shall not (unless otherwise agreed) incur any additional costs associated with obtaining, maintaining or complying with the same.
- 4.15 As such, it is clear that all necessary consents must be in place for the events.
- 4.16 In relation to the planning consent for Edinburgh's Christmas for 2019/20, this has already been detailed in the report to Policy and Sustainability Committee on 25 February 2020 in paragraphs 4.3 to 4.6.
- 4.17 For the 2020 events, Underbelly have submitted planning applications for the Edinburgh's Christmas sites. The Council as Planning Authority operates in an entirely independent and quasi-judicial capacity and will consider these applications under the appropriate processes. Planning officials will provide an independent assessment of the proposals for the Development Management Sub-Committee.

5. Next Steps

- 5.1 All partners and stakeholders will be reminded of the requirement to secure all necessary consents prior to delivery of the events.
- 5.2 Parallel to this year's events, the consultation on the future of Edinburgh's Winter Festivals, from and including 2022, will be taking place once public consultations are recommenced. The findings of the consultation are expected to be published in Spring 2021.

6. Financial impact

- 6.1 The Council receives a Fixed Fee Rental Income from Underbelly for Edinburgh's Christmas (Lot 1) but provides no budget to the event producer.
- 6.2 Edinburgh's Hogmanay (Lot 2) has a budget allocation of up to £813,000. The values of both Lots are commercially sensitive and were reported to Finance and Resources Committee on 23 March 2017 as part of the B agenda.
- 6.3 There is no financial impact as a result of this report.

7. Stakeholder/Community Impact

7.1 Underbelly have been fully involved in the preparation of this report and, as set out in paragraph 4.2, have provided full access to their audited and unaudited accounts.

8. Background reading/external references

- 8.1 Motion to Culture and Communities Committee on <u>18 June 2019</u>
- 8.2 Report to Policy and Sustainability Committee on <u>26 November 2019</u>
- 8.3 Report to Culture and Communities Committee on 28 January 2020
- 8.4 Report to Policy and Sustainability Committee on 25 February 2020
- 8.5 Report to Policy and Sustainability Committee on 20 August 2020

9. Appendices

- 9.1 Appendix 1 Underbelly's Christmas and Hogmanay Summary Accounts for 2017/18, 2018/19 and 2019/20
- 9.2 Appendix 2 Terms and Conditions for the Delivery of Edinburgh's Christmas
- 9.3 Appendix 3 B Agenda Full Christmas and Hogmanay Accounts 2017/18, 2018/19 and 2019/20

	Feb '19 - Jan 20	Feb '18 - Jan 19	Feb '17 - Jan 18	Change Jan-20 to Jan-19	% Change Jan-20 to Jan-18
Edinburgh's Christmas	£	£	£	£	%
- Income	5,338,739	5,282,069	5,556,908	56,670	-4%
- Expenditure, incl overheads	-4,482,416	-4,644,255	-4,862,380	161,839	-8%
Net income before interest, tax and					
depreciation charges	856,323	637,814	694,528	218,509	23%
Hogmanay					
- Income	3,975,878	3,860,240	3,415,096	115,638	16%
- Expenditure, incl overheads	-4,859,124	-4,436,210	-4,022,207	-422,914	21%
Net cost before interest, tax and					
depreciation charges	-883,246	-575,970	-607,111	-307,276	45%
Total net (cost) / income before interest,	-26,923	61,844	87,417	-88,767	-131%
tax and depreciation charges O O T T T T T T T T T T T			<u> </u>		



The City of Edinburgh Council

Terms and Conditions for Services [CT0211]

Lot 1

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COMMENCEMENT AND DURATION

1. CONTRACTUAL DOCUMENTS

- 1.1 The Contract between the Council and the Service Provider consists of the ITT, the Contract Acceptance Letter, these terms and conditions and the Schedules to these terms and conditions, the Specification, the Pricing Schedule and the Service Provider's Tender (and any clarifications to the Service Provider's tender) and includes any document referred to in the Contract Acceptance Letter, these terms and conditions or the Schedules to these terms and conditions.
- 1.2 Where there is any conflict or inconsistency between the provisions of the Contract, such conflict or inconsistency shall be resolved according to the following order of priority:
 - (a) the Contract Acceptance Letter (including any special conditions); then
 - (b) the clauses of these terms and conditions; then
 - (c) Schedule 1 to these terms and conditions; then
 - (d) the Specification; then
 - (e) the Pricing Schedule; then
 - (f) the remaining schedules to these terms and conditions; then
 - (g) the ITT (excluding the documents referred to at (a) to (f) above; then
 - (h) any clarifications to the Service Provider's Tender; then
 - (i) the Service Provider's Tender.

COMMENCEMENT AND DURATION

2. TERM

This Contract shall commence on the Commencement Date and shall continue for the Term.

3. EXTENDING THE INITIAL TERM

- 3.1 The Council may extend this Contract beyond the Initial Term by a further period or periods referred to in the Contract Acceptance Letter (each an Extension Period). If the Council wishes to extend this Contract, it shall give the Service Provider at least three (3) months' written notice of such intention before the expiry of the Initial Term or Extension Period.
- 3.2 If the Council gives such notice then the Term shall be extended by the period set out in the notice.

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3.3 If the Council does not wish to extend this Contract beyond the Initial Term this Contract shall expire on the expiry of the Initial Term and the provisions of clause 34 shall apply.

4. Consents, Service Provider's warranty and due diligence

- 4.1 The Service Provider shall ensure that all Necessary Consents are in place to provide the Services and the Council shall not (unless otherwise agreed) incur any additional costs associated with obtaining, maintaining or complying with the same.
- 4.2 The Service Provider confirms to the best of its knowledge that there are no restrictions of any kind which in any way affects its capacity to contract. If any such restrictions exist or arise, the Council shall have the option to terminate the Contract. The Service Provider shall indemnify the Council in full for any resulting loss.
- 4.3 Where there is any conflict or inconsistency between the provisions of the Contract and the requirements of a Necessary Consent, then the latter shall prevail, provided that the Service Provider has made all reasonable attempts to obtain a Necessary Consent in line with the requirements of the Services.
- 4.4 The Service Provider acknowledges and confirms that:
 - (a) it has had an opportunity to carry out a thorough due diligence exercise in relation to the Services and has asked the Council all the questions it considers to be relevant for the purpose of establishing whether it is able to provide the Services in accordance with the terms of this Contract; and
 - (b) it has entered into this Contract in reliance on its own due diligence.
- 4.5 Save as provided in this Contract, no representations, warranties or conditions are given or assumed by the Council in respect of any information which is provided to the Service Provider by the Council and any such representations, warranties or conditions are excluded, save to the extent that such exclusion is prohibited by law.

4.6 The Service Provider:

- (a) as at the Commencement Date, warrants and represents that all information contained in the Service Provider's Tender remains true, accurate and not misleading, save as may have been specifically disclosed in writing to the Council prior to execution of the Contract; and
- (b) shall promptly notify the Council in writing if it becomes aware during the Term of any inaccuracies in any information provided to it by the

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Council during such due diligence which materially and adversely affects its ability to perform the Services or meet any Service Levels.

- 4.7 The Service Provider shall not be entitled to recover any additional costs from the Council which arise from, or be relieved from any of its obligations as a result of, any matters or inaccuracies notified to the Council by the Service Provider in accordance with clause 4.6(b) save where such additional costs or adverse effect on performance have been caused by the Service Provider having been provided with fundamentally misleading information by or on behalf of the Council and the Service Provider could not reasonably have known that the information was incorrect or misleading at the time such information was provided. If this exception applies, the Service Provider shall be entitled to recover such reasonable additional costs from the Council or shall be relieved from performance of certain obligations as shall be determined by the Change Control Procedure.
- 4.8 Nothing in this clause 4 shall limit or exclude the liability of the Council for fraud or fraudulent misrepresentation.

THE SERVICES

5. SUPPLY OF SERVICES AND DELIVERABLES

- 5.1 The Service Provider shall provide the Services and Deliverables to the Council with effect from the Commencement Date and for the duration of this Contract in accordance with the Specification and the terms, conditions and provisions of this Contract.
- 5.2 In the event that the Service Provider does not comply with the provisions of clause 5.1 in any way, the Council may serve the Service Provider with a notice in writing setting out the details of the Service Provider's default (a **Default Notice**).
- 5.3 Property and risk in the Deliverables shall pass to the Council on delivery.
- 5.4 The Service Provider shall, if required to do so by the Council, prepare and submit to the Council a draft of any Deliverable prior to delivering the Deliverable in final form. Where the Council reasonably requests any amendments to the draft Deliverable the Service Provider shall incorporate those amendments into the final Deliverable.

6. SERVICE LEVELS

6.1 Where any Service is stated in the Specification or otherwise as part of the documentation issued with the ITT to be subject to a specific Service Level, the Service Provider shall provide that Service in such a manner as will

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- ensure that the Achieved Service Level in respect of that Service is equal to or higher than such specific Service Level.
- 6.2 As existing Services are varied and new Services are added, Service Levels for the same will be determined and included via the Change Control Procedure.
- 6.3 The Service Provider shall provide records of and Management Reports summarising the Achieved Service Levels as provided for in clause 17.
- 6.4 In the event that any Achieved Service Level falls short of the relevant Service Level, without prejudice to any other rights the Council may have, the provisions of clause 12 shall apply.

7. STANDARDS FOR SERVICES AND DELIVERABLES

- 7.1 Without prejudice to clause 5.3, the Service Provider shall provide the Services, or procure that they are provided and deliver the Deliverables, or procure that they are delivered:
 - (a) in accordance with the terms of this Contract, each Purchase Order and the reasonable directions of the Council from time to time;
 - (b) with reasonable skill and care and in accordance with Good Industry Practice;
 - (c) at the times agreed with the Council and in accordance with any project plan agreed with the Council;
 - (d) in all respects in accordance with the Council's policies referred to in the Specification; and
 - (e) in accordance with all Applicable Laws.
- 7.2 Without limiting the general obligation set out in clause 7.1, the Service Provider shall (and shall procure that the Service Provider's Personnel shall):
 - (a) at all times comply with the provisions of the Human Rights Act 1998 in the performance of this Contract and the Service Provider shall also undertake, or refrain from undertaking, such acts as the Council requests so as to enable the Council to comply with its obligations under the Human Rights Act 1998;
 - (b) not unlawfully discriminate within the meaning and scope of any law, enactment, order or regulation relating to discrimination in employment;
 - (c) comply with the Equality Act 2010 and the Council's equal opportunities and public sector equality duty in a manner which is proportionate and relevant to the nature of this Contract; including but not limited to clause 36 below,

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- (d) deliver the Services in accordance with the Council's sustainable development commitments and policies detailed in Schedule 8;
- (e) deliver the Services at all times in accordance with the reasonable instructions of the Council, including instructions regarding taking precautions and adopting measures to prevent or minimise damage, impact and disruption to, and to minimise the need for reinstatement of, Council Premises;
- (f) ensure that the Deliverables and / or other equipment being supplied as part of the Services shall be fit for purpose and free from material defects by the relevant date specified in any project plan agreed with the Council and shall remain so thereafter for the Term. During the Term, without prejudice to the other rights and remedies of the Council, the Service Provider shall promptly correct free of charge to the Council any defects in the Deliverables and / or other equipment being supplied as part of the Services which arise;
- (g) comply with all rules and regulations relation to Security Industry Services (as defined in section 25(1) of the Private Security Industry Act 2001) and shall be registered with the Security Industry Authority as an approved provider of security industry services; and
- (h) ensure that all event stewarding and crowd safety services are provided in accordance with all relevant rules, regulations and standards, including BS 8406 or equivalent accreditation.

8. HEALTH AND SAFETY AND SECURITY

- 8.1 The Service Provider shall promptly notify the Council of any health and safety hazards which may arise in connection with the performance of the Contract. The Council shall promptly notify the Service Provider of any health and safety hazards that may exist or arise at the Council's Premises and that may affect the Service Provider in the performance of the Contract.
- 8.2 While on the Council's Premises, the Service Provider shall comply with any health and safety measures implemented by the Council in respect of staff and other persons working on the Council's Premises and any directions made by the Council in respect of health and safety issues.
- 8.3 The Service Provider shall notify the Council immediately in the event of any incident occurring in the performance of the Contract on the Council's Premises where that incident causes any personal injury or damage to property that could give rise to personal injury.
- 8.4 The Service Provider shall comply with the requirements of the Health and Safety at Work etc. Act 1974 and any other acts, orders, regulations and codes of practice relating to health and safety, which may apply to staff and

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other persons working on the Council's Premises in the performance of the Contract.

- 8.5 The Service Provider shall perform the Services in such a manner as to be safe and without risk to the health or safety of persons in the vicinity of the place where the Services are being performed (whether such persons are in the vicinity of the said place at the time when the Services are being performed or otherwise) and in such a manner as to comply with any relevant health and safety or other legislation (including any subordinate legislation made thereunder) and any requirements imposed by a local or other regulatory authority in connection with the performance of services of the type supplied to the Council, whether specifically or generally.
- 8.6 The Service Provider shall ensure that its health and safety policy statement (as required by the Health and Safety at Work etc Act 1974) is made available to the Council on request.
- 8.7 The Service Provider shall be responsible for site security and management including overnight security throughout the build, operation, removal and reinstatement phases relative each of the activities or events to which the Services relate.
- 8.8 The Service Provider shall ensure the provision of an adequate number of attendants, stewards and officials trained to the satisfaction of the Council to ensure compliance with the terms of this Contract, the safety of all persons present at any events to which the Services relate and the immediately surrounding area and the preservation of order therein during the Term.
- 8.9 The Service Provider shall manage and supervise all day to day site operations in relation to stewarding and security at any events to which the Services relate and shall communicate and liaise with all key stakeholders, including site security, Police Scotland and other organisations as required.
- 8.10 The Service Provider shall be responsible for liaising directly with Police Scotland and complying with their recommendations in relation to suitable levels of cover for any events that require a Police presence. The Service Provider shall be liable for all costs associated with policing and security and will be responsible for complying with Police Scotland's policy of full cost recovery for events.

9. COUNCIL'S PREMISES AND ASSETS

9.1 The Council and the Service Provider recognise that, in some cases, the Services may, if so specified in the ITT, be provided from the Council's Premises or with access to the Council's Assets. The Council shall, subject to clause 8 and clause 14 and the provisions of the lease or licence set out in Schedule 6, provide the Service Provider (and its Sub-Contractors) with

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- access to such parts of the Council's Premises as the Council agrees that the Service Provider reasonably requires for the purposes only of properly providing the Services.
- 9.2 The Council shall provide the Service Provider with such accommodation and facilities in the Council's Premises as is specified in Schedule 6 or which is otherwise agreed by the parties in writing from time to time.
- 9.3 Subject to the requirements of clause 34 and the Exit Management Plan, in the event of the expiry or termination of the Contract, the Council shall on reasonable notice provide the Service Provider with such access as the Service Provider reasonably requires to the Council's Premises to remove any of the Service Provider's equipment. All such equipment shall be promptly removed by the Service Provider.
- 9.4 The Service Provider shall ensure that:
 - (a) where using the Council's Premises and any Council Assets they are kept properly secure and it will comply and cooperate with the Council's Authorised Representative's reasonable directions regarding the security of the same;
 - (b) only those of the Service Provider's Personnel that are duly authorised to enter upon the Council's Premises for the purposes of providing the Services, do so;
 - (c) any Council Assets used by the Service Provider are maintained (or restored at the end of the Term) in the same or similar condition as at the Commencement Date (fair wear and tear excepted) and are not removed from Council Premises unless expressly permitted under this Contract or by the Council's Authorised Representative.
- 9.5 The Council shall maintain and repair the Council Assets, however, where such maintenance or repair arises directly from the act, omission, default or negligence of the Service Provider or its representatives (fair wear and tear excluded) the costs incurred by the Council in maintaining and repairing or replacing the same shall be recoverable from the Service Provider as a debt.
- 9.6 The Service Provider shall notify the Council immediately on becoming aware of any damage caused by the Service Provider, its agents, employees or Sub-Contractors to any property of the Council, to any of the Council's Premises or to any property of any other recipient of the Services in the course of providing the Services.
- 9.7 The Service Provider shall manage all day to day site operations and take responsibility for all aspects of quality control across each of the Council Premises at which the Services are provided, including products, staff, visitors and the overall look of each such Council Premise.

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- 9.8 The Service Provider shall be responsible for contracting, arranging and managing all support services required for the events and activities to which the Services relate, including: food and drink; other merchandising concessions; all common site services, including the provision of water, power, security, site dressing, staging and day to day maintenance; and weather dependant contingencies, including gritting and wind management plans.
- 9.9 The Service Provider shall provide toilet facilities, including disabled toilet use in accordance with Applicable Laws, for each of the events and activities to which the Services relate.
- 9.10 The Service Provider shall not make any delivery of materials, plant or other things nor commence any work on the Premises without obtaining the Council's prior written consent.
- 9.11 The Service Provider shall be responsible for ensuring all traffic management arrangements are in place to ensure safe delivery of events and activities to which the Services relate, including applying for all necessary statutory permissions relative to traffic management.
- 9.12 The Council shall have the power at any time during the progress of the Services to order in writing:
 - (a) The removal from the Premises of any materials which in the opinion of the Council are either hazardous or noxious;
 - (b) The substitution of proper and suitable materials; and/or
 - (c) the removal and proper re-execution, notwithstanding any previous approval thereof, of any work which, in respect of material or workmanship is not, in the opinion of the Council, in accordance with the Contract, subject to the Council always acting reasonably and providing its reason to the Service Provider and, in any event, only applying this provision to materials (or workmanship) provided by the Service Provider (or its sub-contractors) and subject further to the Council allowing the Service Provider a reasonable period of time within which to remedy the Services concerned before the Council would make such an order.
- 9.13 The Service Provider shall forthwith comply with any order made under clause 9.12.
- 9.14 On completion of the Services the Service Provider shall remove the Service Provider's plant, equipment and unused materials and shall clear away from

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- the Premises all rubbish arising out of the Services and leave the Premises in a neat and tidy condition.
- 9.15 In the event that the Service Provider wishes to occupy the Premises or any other property belonging to the Council the Service Provider will enter into the Council's standard form licence/ lease agreement (which agreement shall not be subject to further negotiation) immediately on request by the Council. Further, the Service Provider shall procure that any sub-contractor(s) as permitted in terms of this Contract shall also enter into the Council's standard form licence/ lease agreement (which agreement shall not be subject to further negotiation), a draft of which standard licence/ lease agreement is included at Schedule 6.
- 9.16 The Service Provider shall, during each year of the Term, enter into a Reinstatement Bond in favour of the Council in relation to the Services to be provided at each of the following Council Premises and for the following amounts:
 - (a) Princes Street Gardens East £45,000;
 - (b) Princes Street Gardens West £10,000; and
 - (c) Calton Hill £5,000.
- 9.17 The Service Provider shall, during each year of the Term, enter into a reinstatement bond in favour of [£10,000] in respect of Services to be provided at St Andrew Square, which reinstatement bond shall be agreed by the Service Provider with Essential Edinburgh, a company limited by guarantee with company number SC242592 and having its registered office address at Caledonian Exchange, 19a Canning Street, Edinburgh, Scotland, EH3 8HE and shall be in form and substance satisfactory to the Council.
- 9.18 The Reinstatement Bonds in favour of the Council to be entered into by the Service Provider pursuant to the terms of clause 9.16 and the reinstatement bond to be entered into by the Service Provider pursuant to the terms of clause 9.17 shall be entered into at least four weeks prior to commencement of the construction phase relative to the events to be held at each of the Council Premises referred to in clause 9.16 and the premises referred to in clause 9.17.
- 9.19 Unless otherwise agreed in writing by the Council, all Council Premises at which the Service Provider is providing the Services shall be vacated on or before [insert time] on 28 December in each year of the Term or otherwise as instructed by the Council from time to time.

- 9.20 The Council and the Service Provider shall jointly inspect each relevant Council Premises at the following times:
 - (a) prior to the commencement of any Services or related works relative to any event or activity at any Council Premises (a "Hand-over Inspection"); and
 - (b) following completion of any Services or related works relative to any event or activity at any Council Premises (a "Hand-back Inspection"),

with the dates and times of each Hand-over Inspection and Hand-back Inspection being agreed between the Council and the Service Provider being agreed by the parties, failing which the Council shall determine the dates and times of each Hand-over Inspection and Hand-back Inspection.

- 9.21 At each Hand-over Inspection and Hand-back Inspection, the Council and the Service Provider shall agree a site condition survey relative to each Council Premises, which site condition survey shall include such written and photographic record of the condition of each such Council Premises as they agree is necessary, acting reasonably, in order to record and document the condition of each such Council Premises at the time of its hand-over to the Service Provider and hand-back to the Council.
- 9.22 In the event that, during the Hand-back Inspection, the Council determines that any Council Premises has suffered any damage (which determination shall be made by the Council having regard to the terms of the Hand-over Inspection and the Hand-back Inspection), the Service Provider shall be required at its own cost to undertake such works as are necessary to reinstate the relevant Council Premise to the condition it was in at the time of the Hand-over Inspection (as determined by reference to the site condition survey undertaken at the Hand-over Inspection relative to the relevant Council Premise) and otherwise to the reasonable satisfaction of the Council, which reinstatement works shall procured by the Service Provider by competitive tender and shall be undertaken on terms which are acceptable to the Council (acting reasonably).
- 9.23 Subject to clause to 9.24, if the Service Provider fails to comply with its obligations under clause 9.22 to reinstate any Council Premises, the Council shall be entitled to undertake such reinstatement works as it considers necessary to reinstate the relevant Council Premise to the condition it was in at the time of the Hand-over Inspection and the Service Provider shall indemnify the Council on demand in respect of the costs incurred by the Council in undertaking such reinstatement works.
- 9.24 If the Service Provider fails to comply with its obligations under clause 9.22 to reinstate any Council Premises and the Service Provider has granted a Reinstatement Bond in respect of such Council Premises in terms of clause

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- 9.16, the Council shall be entitled to undertake such reinstatement works as it considers necessary to reinstate the relevant Council Premise to the condition it was in at the time of the Hand-over Inspection and recover such costs in terms of the relevant Reinstatement Bond. In the event that the costs incurred by the Council in undertaking the relevant reinstatement works exceed the amount of the relevant Reinstatement Bond, the Service Provider shall indemnify the Council on demand in respect of any additional costs incurred by the Council in excess of the amount of the relevant Reinstatement Bond.
- 9.25 The Council shall in each year of the Term refund to the Service Provider after the expiry of the period of occupation of each Council Premises such balance of a Reinstatement Bond as remains after the Council has reinstated any damage to any Council Premises in terms of clause 9.24, subject to the Service Provider invoicing the Council for any monies due in terms of this clause 9.25.

10. BUSINESS CONTINUITY

- 10.1 The Service Provider shall comply at all times with the relevant provisions of the Business Continuity Plan.
- 10.2 The Service Provider shall undertake regular risk assessments in relation to the provision of the Services not less than once every six months and shall provide the results of, and any recommendations in relation to, those risk assessments to the Council promptly in writing following each review.
- 10.3 Following the declaration of a Disaster in respect of any of the Services, the Service Provider shall:
 - (a) implement the Business Continuity Plan;
 - (b) continue to provide the affected Services to the Council in accordance with the Business Continuity Plan; and
 - (c) restore the affected Services to normal within the period laid out in the Business Continuity Plan.

To the extent that the Service Provider complies fully with the provisions of this clause 10 (and the reason for the declaration of a Disaster was not breach of any of the other terms of this Contract on the part of the Service Provider), the Service Levels to which the affected Services are to be provided during the continuation of the Disaster shall not be the Service Levels as referred to in clause 6 but shall be the service levels set out in the Business Continuity Plan or (if none) the best service levels which are reasonably achievable in the circumstances.

CHARGES AND PAYMENT

11. PAYMENT

- 11.1 In consideration of the provision of the Services by the Service Provider in accordance with the terms and conditions of this Contract, and the payment by the Service Provider to the Council, if any, of the Total Fixed Fee Rental Income, the Council hereby grants the Service Provider the right to exploit the Services.
- 11.2 The Council shall invoice the Service Provider for payment of the TFFRI in accordance with the Pricing Schedule. All invoices shall be directed to the Service Provider's Authorised Representative. Any such invoices shall take into account any Service Credits which have been accrued in accordance with clause 12.3 and the Pricing Schedule or otherwise as part of the documentation issued with the ITT.
- 11.3 The Service Provider shall pay the TFFRI which has become payable within 30 days of receipt of an undisputed Valid Invoice from the Council.
- 11.4 Where any party disputes any sum to be paid by it then a payment equal to the sum not in dispute shall be paid and the dispute as to the sum that remains unpaid shall be determined in accordance with clause 20. Provided that the sum has been disputed in good faith, interest due on any sums in dispute shall not accrue until 30 days after resolution of the dispute between the parties.
- 11.5 Where any invoice submitted is not a Valid Invoice payment in accordance with the terms and conditions of this Contract may be delayed.
- 11.6 Subject to clauses 11.4 and 11.5, interest shall be payable on the late payment of any undisputed TFFRI properly invoiced under this Contract at 4% over the Bank of England base rate from time to time.
- 11.7 The TFRRI is stated exclusive of VAT, which shall be added at the prevailing rate as applicable and paid by the Service Provider following delivery of a valid VAT invoice.
- 11.8 The Service Provider shall maintain complete and accurate records of, and supporting documentation for, all amounts which it generates or receives pursuant to the exploitation of the Services in terms of this Contract. Such records shall be retained for inspection by the Council for six years from the end of the Contract Year to which the records relate and the Council may inspect such records at such times and on as many occasions as it may from time require.

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- 11.9 Where the Service Provider enters into a Sub-Contract with a supplier or contractor for the purpose of performing the Contract, it shall cause a term to be included in such a Sub-Contract which requires payment to be made to the Sub-Contractor within a specified period not exceeding 30 days from receipt of a valid invoice as defined by the sub-contract requirements. The Council may retain or set off any sums owed to it by the Service Provider which have fallen due and payable against any sums due to the Service Provider under this Contract, including the Admission Agreement referred to in Schedule 5, or any other agreement pursuant to which the Service Provider or any Associated Company of the Service Provider provides goods or services to the Council.
- 11.10 The Service Provider shall make any payments due to the Council without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise, unless the Service Provider has a valid court order requiring an amount equal to such deduction to be paid by the Council to the Service Provider.

12. SERVICE CREDITS AND COMMUNITY BENEFIT CREDITS

- 12.1 If the Service Provider fails to provide the Services in accordance with any individual Service Level measured on a monthly basis, the Service Provider shall pay to the Council the Service Credit set out in the Pricing Schedule or otherwise as part of the documentation issued with the ITT.
- 12.2 The parties agree that any such Service Credit has been calculated as, and is, a genuine pre-estimate of the loss likely to be suffered by the Council. The Service Provider has taken the Service Credit into account in setting the level of the TFFRI.
- 12.3 Where applicable the Service Provider shall automatically credit the Council with Service Credits calculated in accordance with the Pricing Schedule or otherwise as part of the documentation issued with the ITT. Service Credits shall be shown as an additional payment due from the Service Provider to the Council in the next invoice then due to be issued under this Contract. If no invoice is due to be issued then the Service Provider shall pay to the Council the amount for the Service Credits within ten (10) Working Days of issue.
- 12.4 If in the Council's reasonable opinion from time to time the Service Provider has not provided the community benefits in accordance with the Service Provider's Tender the Council shall inform the Service Provider and the Service Provider shall automatically pay to the Council an amount equivalent to the value of the community benefit which has not been provided, calculated in accordance with the Pricing Schedule or otherwise as part of the Council's evaluation of the Service Provider's Tender. Such payments shall be shown as a an additional payment due from the Service Provider to the Council in

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the next invoice then due to be issued under this Contract. If no invoice is due to be issued then the Service Provider shall pay to the Council the amount equivalent to the value of the community benefit which has not been provided within ten (10) Working Days of the Council's request.

STAFF

13. KEY PERSONNEL

- 13.1 Each party shall appoint the persons named as such in Schedule 2 or identified in the ITT or the Service Provider's Tender as the individuals who shall be responsible for the matters allocated to such Key Personnel. The Key Personnel shall be those people who are identified by each party as being key to the success of the implementation and/or operation of the Services and who shall be retained on the implementation and/or operation of the Services for such time as a person is required to perform the role which has been allocated to the applicable Key Personnel. The Service Provider shall ensure that its Key Personnel are available to act on behalf of the Service Provider on the matters for which they are expressed to be responsible.
- 13.2 The Service Provider shall not remove or replace any of its Key Personnel unless:
 - (a) requested to do so by the Council;
 - (b) the person is on long-term sick leave;
 - (c) the element of the Services in respect of which the individual was engaged has been completed to the Council's satisfaction;
 - (d) the person resigns from their employment with the Service Provider; or
 - (e) the Service Provider obtains the prior written consent of the Council.
- 13.3 The Service Provider shall inform the Council of the identity and background of any replacements for any of the Key Personnel as soon as a suitable replacement has been identified. The Council shall be entitled to interview any such person and may object to any such proposed appointment within ten (10) Working Days of being informed of or meeting any such replacement if, in its reasonable opinion, it considers the proposed replacement to be unsuitable for any reason.
- 13.4 Each party shall ensure that the role of each of its Key Personnel is not vacant (in terms of a permanent representative) for more than ten (10) Working Days. Any replacement shall be as, or more, qualified and experienced as the previous incumbent and fully competent to carry out the tasks assigned to the Key Personnel whom they have replaced. A temporary

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- replacement shall be identified with immediate effect from the Service Provider or the Council becoming aware of the role becoming vacant.
- 13.5 The Council may require the Service Provider to remove, or procure the removal of, any of its Key Personnel whom it considers, in its reasonable opinion, to be unsatisfactory for any reason which has a material impact on such person's responsibilities.
- 13.6 If the Service Provider replaces the Key Personnel as a consequence of this clause 13, the cost of effecting such replacement shall be borne by the Service Provider.

14. PERSONNEL USED TO PROVIDE THE SERVICES

- 14.1 At all times, the Service Provider shall ensure that:
 - each of the Service Provider's Personnel is suitably qualified, adequately trained and capable of providing the applicable Services in respect of which they are engaged;
 - (b) without prejudice to the generality of clause 14.1(a), that, where the relevant role or function so requires, stewarding and security staff shall be Security Industry Authority (SIA) accredited;
 - (c) there is an adequate number of Service Provider's Personnel to provide the Services properly;
 - (d) only those people who are authorised by the Service Provider (under the authorisation procedure to be agreed between the parties) are involved in providing the Services; and
 - (e) all of the Service Provider's Personnel comply with all of the Council's policies including those that apply to persons who are allowed access to the applicable Council's Premises.
- 14.2 The Council may refuse to grant access to, and remove, any of the Service Provider's Personnel who do not comply with any of the policies referred to in Clause 14.1, or if they otherwise present a security threat.
- 14.3 The Service Provider shall replace any of the Service Provider's Personnel who the Council reasonably decides have failed to carry out their duties with reasonable skill and care. Following the removal of any of the Service Provider's Personnel for any reason, the Service Provider shall ensure such person is replaced promptly with another person with the necessary training and skills to meet the requirements of the Services.
- 14.4 The Service Provider shall maintain up-to-date personnel records on the Service Provider's Personnel engaged in the provision of the Services and, on request, provide reasonable information to the Council on the Service

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Provider's Personnel. The Service Provider shall ensure at all times that it has the right to provide these records in compliance with the applicable Data Protection Legislation.

14.5 The Service Provider shall use its best endeavours to ensure continuity of personnel and to ensure that the turnover rate of its staff engaged in the provision or management of the Services is at least as good at the prevailing industry norm for similar services, locations and environments.

15. STAFF VETTING

- 15.1 The Service Provider shall comply with the Staff Vetting Procedure.
- 15.2 The parties acknowledge that the Service Provider is the organisation with ultimate responsibility for the management and control of the Regulated Work provided under this Contract and for the purposes of the Protection of Vulnerable Groups (Scotland) Act 2007.
- 15.3 In addition to the requirements of Clause 15.1, the Service Provider shall ensure that all individuals engaged in the provision of the Services are:
 - (a) subject to a valid protecting vulnerable groups ("PVG") check undertaken through Disclosure Scotland including a check against the adults' barred list or the children's barred list, as appropriate; and
 - (b) the Service Provider shall monitor the level and validity of the checks under this clause 15.3 for each member of staff.
- 15.4 The Service Provider warrants that at all times for the purposes of this Contract it has no reason to believe that any person who is or will be employed or engaged by the Service Provider in the provision of the Services is barred from the activity in accordance with the provisions of the Protection of Vulnerable Groups (Scotland) Act 2007 and any regulations made thereunder, as amended from time to time.
- 15.5 The Service Provider shall immediately notify the Council of any information that it reasonably requests to enable it to be satisfied that the obligations of this clause 15 have been met.
- 15.6 The Service Provider shall refer information about any person carrying out the Services to Disclosure Scotland where it removes permission for such person to carry out the Services (or would have, if such person had not otherwise ceased to carry out the Services) because, in its opinion, such person has harmed or poses a risk of harm to any service users, children or vulnerable adults.

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15.7 The Service Provider shall not employ or use the services of any person who is barred from, or whose previous conduct or records indicate that they would not be suitable to carry out Regulated Work or who may otherwise present a risk to service users.

16. TUPE

The parties agree that the provisions of Schedule 5 shall apply to any Relevant Transfer of staff under this Contract.

CONTRACT MANAGEMENT

17. REPORTING AND MEETINGS

- 17.1 The Service Provider shall provide the management reports in the form and at the intervals set out in Schedule 2.
- 17.2 The Authorised Representatives and relevant Key Personnel shall meet in accordance with the details set out in Schedule 2 and the Service Provider shall, at each meeting, present its previously circulated Management Reports in the format set out in that Schedule.

18. MONITORING

- 18.1 The Council may monitor the performance of the Services by the Service Provider.
- 18.2 The Service Provider shall co-operate, and shall procure that its Sub-Contractors co-operate, with the Council in carrying out the monitoring referred to in clause 18.1 at no additional charge to the Council.

19. CHANGE CONTROL, BENCHMARKING AND CONTINUOUS IMPROVEMENT

- 19.1 Any requirement for a Change shall be subject to the Change Control Procedure.
- 19.2 [NOT USED].
- 19.3 The Service Provider shall have an ongoing obligation throughout the Term to identify new or potential improvements to the Services. As part of this obligation the Service Provider shall identify and report to the Council's Authorised Representative quarterly in the first Contract Year and once every six months for the remainder of the Term on:
 - (a) the emergence of new and evolving relevant technologies which could improve the Services;

- new or potential improvements to the Services including the quality, responsiveness, procedures, benchmarking methods, performance mechanisms and customer support services in relation to the Services;
- (c) new or potential improvements to the interfaces or integration of the Services with other services provided by third parties or the Council which might result in efficiency or productivity gains or in reduction of operational risk; and
- (d) changes in ways of working that would enable the Services to be delivered at lower costs and/or at greater benefits to the Council.
- 19.4 Any potential Changes highlighted as a result of the Service Provider's reporting in accordance with clause 19.3 shall be addressed by the parties using the Change Control Procedure.

20. DISPUTE RESOLUTION

- 20.1 If any dispute arises in relation to this Contract the parties' Authorised Representatives shall endeavour to resolve it to the parties' mutual satisfaction.
- 20.2 If the parties' Authorised Representatives cannot resolve any dispute within ten (10) Working Days then the parties shall attempt in good faith to negotiate a settlement to any dispute and such efforts shall involve the escalation of the dispute to the Council's Director of Corporate Services/Head of Legal, Risk and Compliance or the Council's Head of the relevant services and to the finance director (or equivalent) of the Service Provider.
- 20.3 In the event that the parties are unable to negotiate a settlement, then they may, with the agreement of both parties, refer the dispute for mediation, arbitration or other alternative dispute resolution but neither party shall be obliged to agree to do so.
- 20.4 Nothing in this dispute resolution procedure shall prevent the parties from seeking from any court of competent jurisdiction an interim order restraining the other party from doing any act or compelling the other party to do any act.

21. SUB-CONTRACTING, STEP-IN, ASSIGNATION AND VENDORS

21.1 Subject to clause 21.5, neither party shall be entitled to assign, novate or otherwise dispose of any or all of its rights and obligations under this Contract without the prior written consent of the other party, neither may the Service Provider sub-contract the whole or any part of its obligations under this Contract except with the express prior written consent of the Council.

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- 21.2 In the event that the Service Provider proposes to enter into any Sub-Contract in connection with this Contract it shall:
 - (a) remain responsible to the Council for the performance of its obligations under the Contract notwithstanding the appointment of any Sub-Contractor and be responsible for the acts omissions and neglects of its Sub-Contractors;
 - (b) impose obligations on its Sub-Contractor in the same terms as those imposed on it pursuant to this Contract and shall procure that the Sub-Contractor complies with such terms; and
 - (c) provide a copy, at no charge to the Council, of any such proposed Sub-Contract along with details of the name, contact details and legal representatives of the Sub-Contractor and shall not enter into the proposed Sub-Contract without the prior written consent of the Council, such consent not to be unreasonably withheld.
- 21.3 Where the Council considers whether there are grounds for the exclusion of a Sub-Contractor under Regulation 71 of the Public Contracts (Scotland) Regulations 2015, then:
 - if the Council finds there are compulsory grounds for exclusion, the Service Provider shall replace or shall not appoint the Sub-Contractor;
 - (b) if the Council finds there are non-compulsory grounds for exclusion, the Council may require the Service Provider to replace or not to appoint the Sub-Contractor and the Service Provider shall comply with such a requirement.
- 21.4 In the event that the name, contact details or legal representatives of any Sub-Contractor changes during the term of the Contract, the Service Provider shall provide to the Council details of the changes within five (5) Working Days of the date of change.
- 21.5 The parties shall comply with the provisions of Schedule 9 (Step-in).
- 21.6 Notwithstanding clause 21.1, the Council shall be entitled to assign or novate the Contract to any other body which substantially performs any of the functions that previously had been performed by the Council. The Service Provider shall do or procure all such further acts and shall execute or shall procure the execution of such documents as may be required by the Council to enjoy the full benefit of this clause.
- 21.7 If the Council reasonably believes that the presence of a person in the capacity of vendor, concessionaire, steward or in any other public-facing capacity at any of the activities or events to which the Services relate would or would be likely to constitute a health or safety risk to any attendee at the

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relevant activity or event (the persons whose presence constitutes that health or safety risk being an Unapproved Person) then the Service Provider shall, as directed by the Council, procure that Unapproved Person's removal from the relevant activity or event within such timescales as the Council at its sole discretion may require. The Service Provider shall use all reasonable endeavours to procure that any Unapproved Person removed from an activity or event on the direction of the Council in terms of this clause 21.7 is not involved in any capacity in the provision of the Services after the time of such removal.

21.8 The Service Provider shall request each vendor and concessionaire to complete the following declaration as part of the application by or appointment of any person as a vendor, concessionaire steward or in any other public-facing capacity at any of the activities or events to which the Services relate: "To the best of my knowledge and belief, I am not aware of any circumstances and I have not committed any act or omission that would or might reasonably be expected to bring the City of Edinburgh Council's reputation into disrepute and, as far as I am aware, no member of staff has committed any such act".

LIABILITY

22. INDEMNITIES

Subject to clause 23, the Service Provider shall indemnify and keep indemnified the Council against all actions, proceedings, costs, claims, demands, liabilities, losses and expenses whatsoever whether arising in delict (including negligence), default or breach of this Contract, to the extent that any such loss or claim is due to the breach of contract, negligence, wilful default or fraud of itself or of its employees or of any of its representatives or sub-contractors save to the extent that the same is directly caused by or directly arises from the negligence, breach of this Contract or Applicable Law by the Council or its representatives (excluding any Service Provider's Personnel).

23. LIMITATION OF LIABILITY

- 23.1 Subject to clause 23.5 and clause 23.6, neither party shall be liable to the other party (as far as permitted by law) for indirect, special or consequential loss or damage in connection with the Contract which shall include, without limitation, any loss of or damage to profit, revenue, contracts, anticipated savings, goodwill or business opportunities whether direct or indirect.
- 23.2 Each party shall at all times take all reasonable steps to minimise and mitigate any loss or damage for which the relevant party is entitled to bring a claim against the other party pursuant to this Contract.

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- 23.3 Subject to clause 23.5, the Council's total aggregate liability:
 - (a) in respect of the indemnities given by the Council in Schedule 5 is unlimited; and
 - (b) in respect of all other claims, losses or damages, whether arising from delict (including negligence), breach of contract or otherwise under or in connection with this Contract shall in no event exceed £250,000 in each Contract Year or, if lower, 50% of the aggregate TFFRI paid under or pursuant to this Contract in the Contract Year in respect of which the claim arises.
- 23.4 Subject to clause 23.5, the Service Provider's total aggregate liability:
 - (a) in respect of clause 8 (Health and Safety), clause 15 (Safeguarding Children and Vulnerable Adults), clause 25 (Freedom of Information), clause 26 (Data Protection), clause 27 (Confidentiality), clause 29 (Intellectual Property), clause 33 (Prevention of corruption), clause 36 (Equalities and Equal Opportunities) and the indemnities given by the Service Provider in Schedule 5 is unlimited;
 - (b) in respect of Service Credits, is unlimited;
 - (c) for all loss, destruction, corruption, degradation, inaccuracy or damage to data caused by the Service Provider's default or breach of this Contract shall be £1,000,000 in any Contract Year;
 - (d) for all loss of or damage to the Council's Premises, property or assets (including technical infrastructure, assets or equipment but excluding any loss or damage to the Council's data or any other data) of the Council caused by the Service Provider's default or breach of this Contract shall in no event exceed £10,000,000 in any Contract Year; and
 - (e) in respect of all other claims, losses or damages, whether arising from delict (including negligence), breach of contract or otherwise under or in connection with this Contract, shall in no event exceed £5,000,000 in each Contract Year.
- 23.5 Notwithstanding any other provision of this Contract neither party limits or excludes its liability for:
 - (a) fraud or fraudulent misrepresentation;
 - (b) death or personal injury caused by its negligence;
 - (c) breach of any obligation as to title implied by statute; or
 - (d) any other act or omission, liability for which may not be limited under any Applicable Laws.

- 23.6 Subject to the financial limits of liability contained in clause 23.4, the Council may, amongst other things, recover as a direct loss:
 - (a) any additional operational and/or administrative costs and expenses arising from the Service Provider's default or breach of this Contract;
 - (b) any wasted expenditure or charges rendered unnecessary and/or incurred by the Council arising from the Service Provider's default or breach of this Contract; and
 - (c) the additional cost incurred by the Council of procuring Replacement Services for the remainder of the Term.

24. INSURANCE

- 24.1 The Service Provider shall at its own cost effect and maintain with a reputable insurance company a policy or policies of insurance providing as a minimum the levels of cover set out in Schedule 7 (the **Required Insurances**) in respect of all risks which may be incurred by the Service Provider, arising out of the Service Provider's performance of the Contract, including death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Service Provider.
- 24.2 The Service Provider shall give the Council, on request, copies of all insurance policies referred to in this clause or a broker's verification of insurance to demonstrate that the Required Insurances are in place, together with receipts or other evidence of payment of the latest premiums due under those policies.
- 24.3 If, for whatever reason, the Service Provider fails to give effect to and maintain the Required Insurances, the Council may make alternative arrangements to protect its interests and may recover the costs of such arrangements from the Service Provider.
- 24.4 The terms of any insurance or the amount of cover shall not relieve the Service Provider of any liabilities under the Contract.
- 24.5 The Service Provider shall hold and maintain the Required Insurances for a minimum of five years following the expiration or earlier termination of the Contract.

INFORMATION

25. FREEDOM OF INFORMATION

25.1 The Service Provider acknowledges that the Council is subject to the requirements of the FOISA and the Environmental Information (Scotland)

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Regulations and shall assist and co-operate with the Council (at the Service Provider's expense) to enable the Council to comply with these information disclosure requirements.

- 25.2 The Service Provider shall and shall procure that its Sub-Contractors shall:
 - (a) transfer the Request for Information to the Council as soon as practicable after receipt and in any event within two (2) Working Days of receiving a Request for Information;
 - (b) provide the Council with a copy of all Information in its possession or power in the form that the Council requires within five (5) Working Days (or such other period as the Council may specify) of the Council requesting that Information; and
 - (c) provide all necessary assistance as reasonably requested by the Council to enable the Council to respond to a Request for Information within the time for compliance set out in section 10 of the FOISA or regulation 5 of the Environmental Information (Scotland) Regulations.
- 25.3 The Council shall be responsible for determining at its absolute discretion whether the Commercially Sensitive Information and/or any other Information:
 - is exempt from disclosure in accordance with the provisions of the FOISA or the Environmental Information (Scotland) Regulations; and/or
 - (b) is to be disclosed in response to a Request for Information.
- 25.4 In no event shall the Service Provider respond directly to a Request for Information unless expressly authorised to do so by the Council.
- 25.5 The Service Provider acknowledges that the Council may, acting in accordance with the Code, be obliged under the FOISA or the Environmental Information (Scotland) Regulations to disclose Information:
 - (a) without consulting with the Service Provider; or
 - (b) following consultation with the Service Provider and having taken its views into account,

provided always that where clause 25.5(b) applies the Council shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Service Provider advanced notice, or failing that, to draw the disclosure to the Service Provider's attention after any such disclosure.

- 25.6 The Service Provider shall ensure that all Information produced in the course of the Contract or relating to the Contract is retained for disclosure and shall permit the Council to inspect such records as requested from time to time.
- 25.7 The Service Provider acknowledges that any lists or Schedules provided by it outlining Confidential Information are of indicative value only and that the Council may nevertheless be obliged to disclose Confidential Information in accordance with clause 25.5.

26. DATA PROTECTION

- 26.1 The Service Provider shall (and shall procure that any of its Service Provider's Personnel involved in the provision of the Contract shall) comply with any notification requirements under the DPA and both Parties shall duly observe all their obligations under the DPA, which arise in connection with the Contract.
- 26.2 Notwithstanding the general obligation in clause 26.1, where the Service Provider is processing Personal Data as a Data Processor for the Council, the Service Provider shall ensure that it has in place appropriate technical and contractual measures to ensure the security of the Personal Data (and to guard against unauthorised or unlawful processing of the Personal Data and against accidental loss or destruction of, or damage to, the Personal Data), as required under the Seventh Data Protection Principle in Schedule 1 to the DPA; and
 - (a) shall act only on instructions from the Council in relation to its processing of the Personal Data;
 - (b) shall process the Personal Data exclusively for the purposes of providing the Services to the Council and shall not share the Personal Data with third parties;
 - (c) shall not transfer Personal Data to countries outside the European Economic Area;
 - (d) shall assist (as soon as reasonably practicable) with any reasonable request by the Council to provide such information as is necessary to enable the Council to comply with any data subject access request received by the Council, and the Service Provider shall use its best endeavours, in any event, to provide the Council with such information within five (5) Working Days of the date of the Council's request;
 - (e) agrees that, on termination of this Contract, howsoever arising, all Personal Data in the possession or control of the Service Provider shall, at the request of the Council be returned to the Council or destroyed by the Service Provider and at the request of the Council,

- the Service Provider will provide written confirmation that this has been done:
- (f) provide the Council with such information as the Council may reasonably require to satisfy itself that the Service Provider is complying with its obligations under the DPA and this clause 26;
- (g) promptly notify the Council of any breach of the security measures required to be put in place pursuant to clause 26.2; and
- (h) ensure it does not knowingly or negligently do or omit to do anything which places the Council in breach of the Council's obligations under the DPA.
- 26.3 The provisions of this clause shall apply during the continuance of the Contract and indefinitely after its expiry or termination.

27. CONFIDENTIALITY

- 27.1 Subject to clause 27.2 and Clause 25, the parties shall keep confidential all Confidential Information of the other party and shall use all reasonable endeavours to prevent their Representatives from making any disclosure to any person of any of the other party's Confidential Information.
- 27.2 Clause 27.1 shall not apply to any disclosure of information:
 - required by Regulatory Body or any Applicable Law, provided that clause 25.1 shall apply to any disclosures required under the FOISA or the Environment Information (Scotland) Regulations;
 - (b) that is reasonably required by persons engaged by a party in the performance of such party's obligations under this Contract;
 - (c) where a party can demonstrate that such information is already generally available and in the public domain otherwise than as a result of a breach of clause 27.1;
 - (d) by the Council of any document to which it is a party and which the parties to this Contract have agreed contains no commercially sensitive information:
 - (e) to enable a determination to be made under clause 20.3;
 - (f) which is already lawfully in the possession of the receiving party, prior to its disclosure by the disclosing party;
 - (g) by the Council to any other department, office or agency of the Government; and
 - (h) by the Council relating to this Contract and in respect of which the Service Provider has given its prior written consent to disclosure.

27.3 On or before the Termination Date the Service Provider shall ensure that all documents and/or computer records in its possession, custody or control which relate to personal information of the Authorities' employees, rate-payers or service users, are delivered up to the Council or securely destroyed.

28. AUDIT

- 28.1 During the Term and for a period of five years after the Termination Date, the Council may conduct or be subject to an audit for the following purposes:
 - (a) to verify the accuracy of the TFFRI (and proposed or actual variations to them in accordance with this Contract) and/or the costs of all suppliers (including Sub-Contractors) of the Services including at the level of detail agreed in the Pricing Schedule;
 - (b) to review the integrity, confidentiality and security of any data relating to the Council or any service users;
 - (c) to review the Service Provider's compliance with Data Protection Legislation and the FOISA in accordance with clause 26 (Data Protection) and clause 25 (Freedom of Information) and any other legislation applicable to the Services;
 - (d) to review any records created during the provision of the Services;
 - (e) to review any books of account kept by the Service Provider in connection with the provision of the Services;
 - (f) to carry out the audit and certification of the Council's accounts;
 - (g) to carry out an examination of the economy, efficiency and effectiveness with which the Council has used its resources;
 - (h) to verify the accuracy and completeness of the Management Reports delivered or required by this Contract.
- 28.2 Except where an audit is imposed on the Council by a Regulatory Body, or where the Council, acting reasonably, believes that the Service Provider is in default or breach of this Contract, the Council may not conduct an audit under this clause 28 more than twice in any calendar year.
- 28.3 The Council shall use its reasonable endeavours to ensure that the conduct of each audit does not unreasonably disrupt the Service Provider or delay the provision of the Services.
- 28.4 Subject to the Council's obligations of confidentiality, the Service Provider shall on demand provide the Council and any Regulatory Body (and/or their agents or representatives) with all reasonable co-operation and assistance in relation to each audit, including:

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- (a) all information requested by the above persons within the permitted scope of the audit;
- reasonable access to any sites controlled by the Service Provider and to any equipment used (whether exclusively or non-exclusively) in the performance of the Services; and
- (c) access to the Service Provider's Personnel.
- 28.5 The Council shall endeavour to (but is not obliged to) provide at least 15 days' notice of its or, where possible, a Regulatory Body's, intention to conduct an audit.
- 28.6 The parties agree that they shall bear their own respective costs and expenses incurred in respect of compliance with their obligations under this clause, unless the audit identifies a material failure to perform its obligations under this Contract in any material manner by the Service Provider in which case the Service Provider shall reimburse the Council for all the Council's reasonable costs incurred in the course of the audit.

28.7 If an audit identifies that:

- (a) the Service Provider has failed to perform its obligations under this Contract in any material manner, the parties shall agree and implement a remedial plan. If the Service Provider's failure relates to a failure to provide any information to the Council about the TFFRI, proposed TFFRI or the Service Provider's costs, then the remedial plan shall include a requirement for the provision of all such information;
- (b) the Service Provider has overpaid any TFFRI, the Council shall pay to the Service Provider the amount overpaid within 20 days; and
- (c) the Service Provider has underpaid any TFFRI, the Service Provider shall pay to the Council the amount of the under-payment together with the cost of audit incurred by the Council if this was due to a default by the Service Provider within 30 days.

29. INTELLECTUAL PROPERTY

- 29.1 In the absence of prior written agreement by the Council to the contrary, all Intellectual Property created by the Service Provider or any employee, agent or subcontractor of the Service Provider:
 - (a) in the Deliverables; or
 - (b) in the course of performing the Services; or
 - (c) exclusively for the purpose of performing the Services,

- (together, the "Services Intellectual Property") shall vest in the Council on creation.
- 29.2 If notwithstanding the terms of clause 29.1 any Services Intellectual Property become vested in the Service Provider or any employee, agent or subcontractor of the Service Provider (by the operation of law or otherwise), the Service Provider shall hold the same in trust for and shall at the request of the Council forthwith unconditionally assign (or procure the assignation) free of charge any such right, title, interest or goodwill to the Council and execute any documents and do all acts required by the Council for the purpose of confirming such assignation.
- 29.3 The Service Provider hereby grants to the Council a perpetual, irrevocable, transferable, sub-licensable, royalty free licence to all Intellectual Property owned by or licensed to the Service Provider to the extent necessary or desirable for the use and exploitation of the Intellectual Property referred to in clause 29.1.
- 29.4 The Service Provider shall indemnify the Council against all claims, demands, actions, costs, expenses (including legal costs and disbursements on a solicitor and client basis), losses and damages arising from or incurred by reason of any infringement or alleged infringement (including the defence of such alleged infringement) of any Intellectual Property Right by the use, supply or availability of the Services or Deliverables, or by the use of the Intellectual Property referred to in clauses 29.1 or 29.3, except to the extent that they have been caused by or contributed to by the Council's acts or omissions.
- 29.5 The Council hereby grants the Service Provider a non-exclusive, non-transferable licence to use the Event Logo(s) and the Approved Designations during the Term for the sole purpose of supplying the Services and Deliverables in accordance with this Contract.
- 29.6 The Service Provider shall comply with the terms set out in Schedule 10 in relation to all use of the Event Logo(s) and the Approved Designations by or on behalf of the Service Provider.
- 29.7 The Service Provider shall do all such acts as the Council requires to give the Council the benefit of this clause 29.

TERMINATION

30. TERMINATION FOR BREACH

30.1 The Council may terminate this Contract in whole or part with immediate effect by the service of written notice on the Service Provider in the following circumstances:

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- (a) if the Service Provider is in breach of any material obligation under this Contract provided that if the breach is capable of remedy, the Council may only terminate this Contract under this clause 30.1 if the Service Provider has failed to remedy such breach within 28 days of receipt of notice from the Council (a Remediation Notice) to do so;
- (b) if the Service Provider is in breach of any of clause 15 (Safeguarding Children and Vulnerable Adults), clause 25 (Freedom of Information), clause 26 (Data Protection), clause 27 (Confidentiality), clause 29 (Intellectual Property), clause 33 (Prevention of corruption) or clause 36 (Equalities and Equal Opportunities);
- (c) if a Consistent Failure has occurred;
- (d) if a Catastrophic Failure has occurred;
- (e) if the Service Provider ceases or threatens to cease to carry on business in the United Kingdom;
- (f) if there is a change of Control of the Service Provider to which the Council reasonably objects;
- (g) if any act or omission by the Service Provider or any Sub-contractor causes, or in the Council's reasonable opinion, is likely to cause adverse publicity or damage to the reputation of the Council;
- (h) where the Service Provider is an individual, if a petition is presented for the Service Provider's bankruptcy or the sequestration of the Service Provider's estate or a criminal bankruptcy order is made against the Service Provider, or the Service Provider is apparently insolvent, or makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignation for the benefit of creditors, or if an administrator or trustee is appointed to manage the Service Provider's affairs;
- (i) where the Service Provider is not an individual but is a firm, or a number of persons acting together in any capacity, if any event in (h) or (j) of this clause occurs in respect of the firm or any partner in the firm or any of those persons or a petition is presented for the Service Provider to be wound up as an unregistered company;
- (j) where the Service Provider is a company, if the company passes a resolution for winding up or dissolution (otherwise than for the purposes of and followed by an amalgamation or reconstruction) or the court makes an administration order or a winding up order, or the company makes a composition or arrangement with its creditors, or an administrator, administrative receiver, receiver or manager is appointed by a creditor or by the court, or possession is taken of any of its property under the terms of a floating charge;
- (k) the Service Provider commits any breach of the Employment Relations 1999 Act (Blacklists) Regulations 2010 or section 137 of

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the Trade Union and Labour Relations (Consolidation) Act 1992 or commits any breach of the Data Protection Act 1998 by unlawfully processing personal data in connection with any blacklisting activities;

- (I) this Contract has been subject to a Substantial Modification;
- (m) the Service Provider was, on the date of commencement of this Contract, in one of the situations referred to in regulation 58(1) of the Public Contracts (Scotland) Regulations 2015; or
- (n) this Contract should not have been awarded to the Service Provider in view of a serious infringement of the obligations under the treaties (as defined in the Public Contracts (Scotland) Regulations 2015) and Directive 2014/24/EU that has been declared by the Court of Justice in a procedure under Article 258 of the treaty on the Functioning of the European Union.
- 30.2 The Council may also terminate this Contract in accordance with the provisions of clause 31, clause 32 or clause 33.
- 30.3 If this Contract is terminated by the Council for cause (including any insolvency or breach of this Contract by the Service Provider) such termination shall be at no loss or cost to the Council and the Service Provider hereby indemnifies the Council against any such losses or costs which the Council may suffer as a result of any such termination for cause.

31. TERMINATION ON NOTICE

The Council may terminate this Contract at any time by giving 3 months' written notice to the Service Provider.

32. FORCE MAJEURE

- 32.1 Subject to the remaining provisions of this clause 32, neither party to this Contract shall be liable to the other for any delay or non-performance of its obligations under this Contract to the extent that such non-performance is due to a Force Majeure Event.
- 32.2 In the event that either party is delayed or prevented from performing its obligations under this Contract by a Force Majeure Event, such party shall:
 - (a) give notice in writing of such delay or prevention to the other party as soon as reasonably possible, stating the commencement date and extent of such delay or prevention, the cause thereof and its estimated duration;

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- (b) use all reasonable endeavours to mitigate the effects of such delay or prevention on the performance of its obligations under this Contract; and
- (c) resume performance of its obligations as soon as reasonably possible after the removal of the cause of the delay or prevention.
- 32.3 A party cannot claim relief if the Force Majeure Event is attributable to that party's wilful act, neglect or failure to take reasonable precautions against the relevant Force Majeure Event.
- 32.4 The Service Provider cannot claim relief if the Force Majeure Event is one where a reasonable service provider should have foreseen and provided for the cause in question.
- 32.5 As soon as practicable following the affected party's notification, the parties shall consult with each other in good faith and use all reasonable endeavours to agree appropriate terms to mitigate the effects of the Force Majeure Event and to facilitate the continued performance of this Contract. Where the Service Provider is the affected party, it shall take and/or procure the taking of all steps to overcome or minimise the consequences of the Force Majeure Event in accordance with Good Industry Practice.
- 32.6 The affected party shall notify the other party as soon as practicable after the Force Majeure Event ceases or no longer causes the affected party to be unable to comply with its obligations under this Contract. Following such notification, this Contract shall continue to be performed on the terms existing immediately before the occurrence of the Force Majeure Event unless agreed otherwise by the parties.
- 32.7 The Council may, during the continuance of any Force Majeure Event, terminate this Contract by written notice to the Service Provider if a Force Majeure Event occurs that affects all or a substantial part of the Services and which continues for more than twenty (20) Working Days.

33. PREVENTION OF CORRUPTION

33.1 The Service Provider:

- (a) shall not, and shall procure that any Service Provider Party and all Service Provider Personnel shall not, in connection with this Contract commit a Prohibited Act;
- (b) warrants, represents and undertakes that it is not aware of any financial or other advantage being given to any person working for or engaged by the Council, or that an agreement has been reached to that effect, in connection with the execution of this Contract,

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excluding any arrangement of which full details have been disclosed in writing to the Council before execution of this Contract.

33.2 The Service Provider shall:

- (a) if requested, provide the Council with any reasonable assistance, at the Council's reasonable cost, to enable the Council to perform any activity required by any relevant government or agency in any relevant jurisdiction for the purpose of compliance with the Bribery Act;
- (b) within twenty (20) Working Days of the Commencement Date, and annually thereafter, certify to the Council in writing (such certification to be signed by an officer of the Service Provider) compliance with this clause 33 by the Service Provider and all persons associated with it or other persons who are supplying goods or services in connection with this Contract. The Service Provider shall provide such supporting evidence of compliance as the Council may reasonably request.
- 33.3 The Service Provider shall have an anti-bribery policy (which shall be disclosed to the Council) to prevent any Service Provider Party or Service Provider Personnel from committing a Prohibited Act and shall enforce it where appropriate.
- 33.4 If any breach of clause 33.1 is suspected or known, the Service Provider must notify the Council immediately.
- 33.5 If the Service Provider notifies the Council that it suspects or knows that there may be a breach of clause 33.1, the Service Provider must respond promptly to the Council's enquiries, co-operate with any investigation, and allow the Council to audit books, records and any other relevant documentation. This obligation shall continue for five years following the expiry or termination of this Contract.
- 33.6 The Council may terminate this Contract by written notice with immediate effect if the Service Provider, Service Provider Party or Service Provider Personnel (in all cases whether or not acting with the Service Provider's knowledge) breaches clause 33.1. In determining whether to exercise the right of termination under this clause 33.6, the Council shall give all due consideration, where appropriate, to action other than termination of this Contract unless the Prohibited Act is committed by the Service Provider or a senior officer of the Service Provider or by an employee, Sub-Contractor or supplier not acting independently of the Service Provider. The expression "not acting independently of" (when used in relation to the Service Provider or a Sub-Contractor) means and shall be construed as acting:
 - (a) with the Council; or,

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(b) with the actual knowledge;

of any one or more of the directors of the Service Provider or the Sub-Contractor (as the case may be); or

- (c) in circumstances where any one or more of the directors of the Service Provider ought reasonably to have had knowledge.
- 33.7 Any notice of termination under clause 33.6 must specify:
 - (a) the nature of the Prohibited Act;
 - (b) the identity of the party whom the Council believes has committed the Prohibited Act; and
 - (c) the date on which this Contract will terminate.
- 33.8 Despite clause 20 (Dispute resolution), any dispute relating to:
 - (a) the interpretation of clause 33; or
 - (b) the amount or value of any gift, consideration or commission,

shall be determined by the Council and its decision shall be final and conclusive.

33.9 Any termination under clause 33.6 will be without prejudice to any right or remedy which has already accrued or subsequently accrues to the Council.

34. Consequences of termination

- 34.1 On the expiry of the Term or if this Contract is terminated in whole or in part for any reason the provisions of the Exit Management Plan shall come into effect and the Service Provider shall co-operate fully with the Council to ensure an orderly migration of the Services to the Council or, at the Council's request, a Replacement Service Provider.
- 34.2 On termination of this Contract and on satisfactory completion of the Exit Management Plan (or where reasonably so required by the Council before such completion) the Service Provider shall procure that all data and other material belonging to the Council (and all media of any nature containing information and data belonging to the Council or relating to the Services), shall be delivered to the Council forthwith and the Service Provider's Chief Executive Officer shall certify full compliance with this clause.
- 34.3 The provisions of clause 6.3 (provision of records), clause 22 (Indemnities), clause 23 (Limitation of Liability), clause 24 (Insurance), clause 25 (Freedom of Information), clause 26 (Data Protection), clause 28 (Audit), clause 29 (Intellectual Property), clause 30 (Termination for Breach) and this clause 34

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(Consequences of termination) shall survive termination or expiry of this Contract.

GENERAL PROVISIONS

35. Non-solicitation

Neither party shall (except with the prior written consent of the other) during the term of this Contract, and for a period of one year thereafter, solicit the services of any senior staff of the other party who have been engaged in the provision of the Services or the management of this Contract or any significant part thereof either as principal, agent, employee, independent contractor or in any other form of employment or engagement other than by means of an open national advertising campaign and not specifically targeted at such staff of the other party.

36. EQUALITIES AND EQUAL OPPORTUNITIES

- 36.1 In providing the Services, the Service Provider shall comply with all equal opportunities obligations and the public sector equality duty and shall ensure compliance with the Council's written policies on such matters and with all Applicable Laws from time to time applicable in such regard.
- 36.2 The Service Provider shall provide such information and documentation to the Council as the Council may reasonably require from time to time for the purposes of:
 - (a) assessing the Service Provider's compliance with its obligations under this clause 36;
 - (b) enabling the Council to review diversity in employment data such as total staff in post, applications for posts, appointments to post, annual gender pay audits, promotions, performance reviews, training, disciplinary matters, grievances, tribunal matters and all other relevant information required for the Council to comply with its public sector equality duty; and
 - (c) enabling the Council to review data in respect of complaints and satisfaction surveys in respect of the Service Provider's approach to equalities, diversity and human rights.
- 36.3 In delivering and reviewing the Services the Service Provider shall:
 - (a) comply with the Council's public sector equality duty and shall have regard to any guidance provided by Scottish Ministers for local authorities on the public sector equality duty (including assisting in or preparing reports in order to secure the Council's compliance with the public sector equality duty); and

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- (b) comply with reasonable requests for information or data in respect of the Council's public sector equality duty including where the Council undertakes an equalities impact assessment.
- 36.4 The Service Provider shall deliver the Services in a non-discriminatory manner that ensures fairness and equality to all users of the Services. The Service Provider recognises that the Council has a responsibility to monitor the extent to which the provision of the Services extends to groups who are at risk of social exclusion. The Service Provider agrees, where appropriate and practicable, to provide information to the Council in relation to employment and use of the Services by the following criteria:
 - (a) age;
 - (b) sex:
 - (c) sexual orientation;
 - (d) disability:
 - (e) religion or belief;
 - (f) race;
 - (g) marriage and civil partnership;
 - (h) pregnancy and maternity and
 - (i) gender reassignment.
- 36.5 The Service Provider shall not discriminate, whether directly or indirectly and whether by way of victimisation or harassment, against any person on grounds of age, sex, sexual orientation, disability, religion or belief, race, marriage and civil partnership; pregnancy and maternity and gender reassignment contrary to the Equality Act 2010.
- 36.6 The Service Provider shall notify the Council forthwith in writing as soon as it becomes aware of any investigation of or proceedings brought against the Service Provider under the legislation contained in the Equality Act 2010. Where any investigation is undertaken by a person or body empowered to conduct such investigation and/or proceedings are instituted in connection with any matter relating to the Service Provider's performance of this Contract being in contravention of the Equality Act 2010, the Service Provider shall free of charge:
 - (a) provide any information requested in the timescale allotted;
 - (b) attend any meetings as required and permit the Service Provider's Personnel affected to attend;
 - (c) promptly allow access to and investigation of any document or data deemed to be relevant;

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- (d) allow itself and any Service Provider to appear as witness in any ensuing proceedings and
- (e) co-operate fully and promptly in every way required by the person or body conducting such investigation during the course of that investigation.

Where any such investigation is conducted or proceedings are brought under the Equality Act 2010, which arise directly or indirectly out of any act or omission of the Service Provider, its agents or sub-contractors, or the staff of the Service Provider, and where there is a finding against the Service Provider in such investigation or proceedings, the Service Provider shall indemnify the Council with respect to all costs, charges and expenses arising out of or in connection with any such investigation or proceedings and such other financial redress to cover any payment of the Council may have been ordered or required to pay to a third party.

- 36.7 In recognition of the Council's legal obligation to tackle discrimination and promote equalities and diversity in all its functions and policies under the Equality Act 2010, the Service Provider may be subject to the requirement to complete a questionnaire and/or provide information to the Council's officers on the context and quality of the Service Provider's equalities and diversity policies and practice. Poor practice in regard may result in the Council issuing a mind to comply letter describing the nature of the improvement required and associated timescales.
- 36.8 In the event that the Service Provider enters into any subcontract in connection with this Contract, it shall impose obligations on its subcontractors in proportionate and relevant terms substantially similar to those imposed on it pursuant to this Condition.

37. WAIVER

No failure or delay by either party in enforcing its respective rights will prejudice or restrict the rights of that party, and no waiver of any such rights or of any breach of any contractual terms will be deemed to be a waiver of any other right or of any later breach. In particular, but without limitation to the generality of the foregoing, any prior acceptance or approval communicated by the Council to the Service Provider in respect of the Services or any omission on the part of the Council to communicate such prior acceptance or approval shall not relieve the Service Provider of its obligations to deliver the Services in accordance with the provisions of this Contract.

38. CUMULATION OF REMEDIES

Subject to the specific limitations set out in this Contract, no remedy conferred by any provision of this Contract is intended to be exclusive of any other

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remedy except as expressly provided for in this Contract and each and every remedy shall be cumulative and shall be in addition to every other remedy provided for in this Contract or existing in law.

39. SEVERABILITY

If any provision of this Contract is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed without effect to the remaining provisions. If a provision of this Contract that is fundamental to the accomplishment of the purpose of this Contract is held to any extent to be invalid, the Council and the Service Provider shall immediately commence good faith negotiations to remedy that invalidity.

40. PARTNERSHIP OR AGENCY

Nothing in this Contract shall be construed as constituting a partnership between the parties or as constituting either party as the agent of the other for any purpose whatsoever except as specified by the terms of this Contract.

41. PUBLICITY

The Service Provider shall not:

- (a) make any press announcements or publicise this Contract or its contents in any way; or
- (b) use the Council's name or brand in any promotion or marketing or announcement of orders,

without the prior written consent of the Council.

42. Notices

- 42.1 Any notice, demand or communication in connection with this Contract shall be in writing, marked for the attention of the Director of Corporate Resources (in the case of the Council) or the Finance Director (in the case of the Service Provider) and delivered personally or sent by pre-paid first class post to the recipient's address as set out in the Contract Acceptance Letter or to any other address which the recipient has notified in writing to the sender prior to despatch.
- 42.2 The notice, demand or communication is deemed given:
 - (a) 42.2.1 if delivered personally, at the time of delivery to the address provided for in this Contract; or
 - (b) 42.2.2 if sent by pre-paid first class post, on the second Working Day after posting it;

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provided that, if it is delivered personally on a day which is not a Working Day or after 4pm on any Working Day, it shall instead be deemed to have been given or made on the next Working Day.

43. ENTIRE AGREEMENT

The ITT, the Contract Acceptance Letter, these terms and conditions and the Schedules to these terms and conditions, the Specification, the Pricing Schedule and the Service Provider's Tender (and any clarifications to the Service Provider's tender) and any document referred to in the Contract Acceptance Letter, these terms and conditions or the Schedules to these terms and conditions contain the whole agreement between the parties relating to the subject matter hereof and supersede all prior agreements, arrangements and understandings between the parties relating to that subject matter.

44. GOVERNING LAW AND JURISDICTION

44.1 This Contract and any dispute or claim arising out of or in connection with it or its subject matter shall be governed by and construed in accordance with Scots Law and subject to the exclusive jurisdiction of the Scottish Courts.

In witness whereof, this Contract on this and the preceding [40] pages together with the Schedules attached as relative hereto is executed as follows:

Subscribed for and on behalf o	f the City of Edinburgh Council:	
at	on (date of signature	;)
Signature:	Authorised Signatory	
PRINT NAME:		
in the presence of:		
Signature of Witness		
Name of Witness		
Address of Witness		
Subscribed for and on behalf o	f[]:	
at	on (date of signature	;)
Signature:	Director	
PRINT NAME:		
in the presence of:		
Signature of Witness		
Name of Witness		
Address of Witness		

Schedule 1 Definitions and interpretation

This is the Schedule 1 referred to in the foregoing Terms and Conditions

1. DEFINITIONS AND INTERPRETATION

1.1 The definitions and rules of interpretation in Schedule 1 apply in this Contract.

Achieved Service Levels: in respect of any Service in any measurement period, the standard of performance actually achieved by the Service Provider in the provision of that Service in the measurement period in question (calculated and expressed in the same way as the Service Level for that Service is calculated and expressed in the Specification) or otherwise as part of the documentation issued with the ITT.

Applicable Laws: any applicable law, statute, bye-law, regulation, order, regulatory policy, guidance or industry code, rule of court or directives or requirements of any Regulatory Body, delegated or subordinate legislation or notice of any Regulatory Body.

Approved Designations: each of the designations set out in Schedule 4 Part A and such other designations as may be approved by the Council in writing from time to time.

Associated Company: any entity which directly or indirectly Controls, is Controlled by or is under direct or indirect common Control with the Service Provider from time to time.

Authorised Representatives: the persons respectively designated as such by the Council and the Service Provider, the first such persons being set out in Schedule 2.

Brand Guidelines: the guidelines issued by the Council to the Service Provider, from time to time, regulating the use of the Event Logo(s) and Approved Designations.

Bribery Act: the Bribery Act 2010 and any subordinate legislation made under that Act from time to time together with any guidance or codes of practice issued by the relevant government department concerning the legislation.

Business Continuity Plan: a plan which sets out the procedures to be adopted by the Service Provider in the event of a Disaster (including the procedures to be taken by the Service Provider in planning and providing for any such event), the Business Continuity Plan at the Commencement Date being set out in the Service Provider's Tender.

Catastrophic Failure:

- (a) a failure by the Service Provider for whatever reason to implement the Business Continuity Plan successfully and in accordance with its terms on the occurrence of a Disaster; or
- (b) any action by the Service Provider, whether in relation to the Services and this Contract or otherwise, which in the reasonable opinion of the Council's Representative has or may cause significant harm to the reputation of the Council; or
- (c) Any other matter referred to in the Contract Acceptance Letter or the ITT as a catastrophic failure.

Change: any change to this Contract including to any of the Services.

Change Control Procedure: the procedure for changing this Contract, as set out in Schedule 3.

Code: the Scottish Ministers' Code of Practice on the Discharge of the Functions of Public Authorities under the Freedom of Information (Scotland) Act 2002.

Commencement Date: the date set out in the Contract Acceptance Letter, notwithstanding the date or dates of execution of the Contract Acceptance Letter.

Commercially Sensitive Information: the information listed in the Service Provider's Tender comprising the information of a commercially sensitive nature relating to the Service Provider, its intellectual property rights or its business or which the Service Provider has indicated to the Council that, if disclosed by the Council, would cause the Service Provider significant commercial disadvantage or material financial loss.

Confidential Information: all confidential information (however recorded, preserved or disclosed) disclosed by a party to the other including the business, affairs, customers, clients, suppliers, plans or trade secrets of the disclosing party.

Consistent Failure: shall have the meaning set out in the Specification or otherwise as part of the documentation issued with the ITT.

Contract: the agreement between the Council and the Service Provider consisting of the documents referred to in Clause 1.1.

Contract Acceptance Letter: the letter issued by the Council to the Service Provider in respect of the Services.

Contract Year: a period of 12 months, commencing on the Commencement Date.

Control: means that a person possesses, directly or indirectly, the power to direct or cause the direction of the management and policies of the other

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person (whether through the ownership of voting shares, by contract or otherwise) and "Controls" and "Controlled" shall be interpreted accordingly.

Council: means the City of Edinburgh Council, a local Council constituted under the Local Government etc (Scotland) Act 1994 and having its principal office at Waverley Court, 4 East Market Street, Edinburgh EH8 8BG

Council Assets: any materials, plant or equipment owned or held by the Council and provided by the Council for use in providing the Services as identified in Schedule 6.

Council's Premises: the premises identified in Schedule 6 and which are to be made available for use by the Service Provider for the provision of the Services on the terms set out in this Contract.

Data Processor: shall have the same meaning as set out in the Data Protection Act 1998.

Data Protection Legislation: the Data Protection Act 1998 (**DPA**), the EU Data Protection Directive 95/46/EC, the Regulation of Investigatory Powers Act 2000, the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000, the Electronic Communications Data Protection Directive 2002/58/EC, the Privacy and Electronic Communications (EC Directive) Regulations 2003, the Employment Regulations 1999 Act (Blacklists) Regulations 2010 and all applicable laws and regulations relating to processing of personal data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner.

Default Notice: is defined in clause 5.2.

Deliverable: any item, document, product, material and deliverable in any form (including computer programs, data, reports and specifications, in each case including drafts) arising from or associated with any of the Services.

Disaster: an event defined as a disaster in the Business Continuity Plan.

Dispute Resolution Procedure: the procedure set out in clause 20.

Environmental Information (Scotland) Regulations: the Environmental Information (Scotland) Regulations 2004 (SI 2004/520) together with any guidance and/or codes of practice issued by the Scottish Information Commissioner or relevant government department in relation to such regulations.

Event: any event or activity to which the Services relate.

Event Logo(s): the brands and logos set out in in Schedule 4 Part B and such other brands and or logos as the Council may notify to the Service Provider from time to time.

Exit Management Plan: the plan for exit provided in the Service Provider's Tender.

Extension Period: has the meaning in clause 3.1.

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FOISA: the Freedom of Information (Scotland) Act 2002, and any subordinate legislation made under the Act from time to time, together with any guidance and/or codes of practice issued by the Scottish Information Commissioner or relevant government department in relation to such legislation.

Force Majeure: any cause affecting the performance by a party of its obligations under this Contract arising from acts, events, omissions or non-events beyond its reasonable control, including acts of God, riots, war, acts of terrorism, fire, flood, storm or earthquake and any disaster, but excluding any industrial dispute relating to the Service Provider, the Service Provider's Personnel or any other failure in the Service Provider's supply chain.

Good Industry Practice: the exercise of that degree of skill, care, prudence, efficiency, foresight and timeliness as would be expected from a leading company within the relevant industry or business sector.

Information: has the meaning given under section 73 of FOISA.

Initial Term: the period commencing on the Commencement Date and ending on the day set out in the Contract Acceptance Letter, both dates inclusive.

Intellectual Property: any and all intellectual property rights of any nature anywhere in the world whether registered, registerable or otherwise, patents, utility models, trade marks, registered designs and domain names, applications for any of the foregoing, trade or business names, goodwill, copyright and rights in the nature of copyright, design rights, rights in databases, moral rights, know-how and any other intellectual property rights which subsist in computer software, computer programs, websites, documents, information, techniques, business methods, drawings, logos, instruction manuals, lists and procedures and particulars of customers, marketing methods and procedures and advertising literature, including the "look and feel" of any websites.

ITT: the invitation to tender, request for quote, instructions to tenderers and other instructions and documentation issued by the Council in respect of the Services and referred to in the Contract Acceptance Letter or issued by the Council under the contract reference in the Contract Acceptance Letter and any clarifications and qualifications issued by the Council.

Key Personnel: those personnel identified in Schedule 2 or in the ITT or Service Provider's Tender for the roles attributed to such personnel, as modified pursuant to clause 13.

Management Reports: the reports to be prepared and presented by the Service Provider in accordance with clause 17 and Schedule 2 to include a comparison of Achieved Service Levels with the Service Levels in the measurement period in question and measures to be taken to remedy any deficiency in Achieved Service Levels.

Necessary Consents: all approvals, certificates, authorisations, permissions, licences, permits, regulations and consents necessary from time to time for the performance of the Services including without limitation all approvals, certificates, authorisations, permissions, licences, permits, regulations and consents referred to in the Specification or the Contract Acceptance Letter.

Personal Data: shall have the same meaning as set out in the Data Protection Act 1998.

Pricing Schedule; the pricing schedule submitted as part of the Service Provider's Tender (as amended by any clarifications to the Service Provider's Tender referred to in the Contract Acceptance Letter).

Prohibited Act: the following constitute Prohibited Acts:

- (a) to directly or indirectly offer, promise or give any person working for or engaged by the Council a financial or other advantage to:
 - (i) induce that person to perform improperly a relevant function or activity; or
 - (ii) reward that person for improper performance of a relevant function or activity;
- (b) to directly or indirectly request, agree to receive or accept any financial or other advantage as an inducement or a reward for improper performance of a relevant function or activity in connection with this Contract;
- (c) committing any offence:
 - (i) under the Bribery Act;
 - (ii) under legislation creating offences concerning fraudulent acts;
 - (iii) at common law concerning fraudulent acts relating to this Contract or any other contract with the Council; or
 - (iv) defrauding, attempting to defraud or conspiring to defraud the Council.

Purchase Order; the order issued by the Council to the Service Provider for goods or services to be provided under this Contract.

Purchase Order Number: the unique number allocated to the order for goods or services to be provided under this Contract issued to the Service Provider by the Council.

Regulated Work: in relation to children shall have the same meaning as set out in Part 1 of Schedule 2 to the Protection of Vulnerable Groups (Scotland) Act 2007 and in relation to vulnerable adults shall have the same meaning as set out in Part 1 of Schedule 3 to the Protection of Vulnerable Groups (Scotland) Act 2007.

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Regulatory Body: those government departments and regulatory, statutory and other entities, committees and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in this Contract or any other affairs of the Council and **"Regulatory Body"** shall be construed accordingly.

Reinstatement Bond: a reinstatement bond in the form set out in Schedule 6 or in such other form as the Council may from time to time determine at its sole discretion.

Relevant Transfer: a relevant transfer for the purposes of TUPE.

Remediation Notice: a notice served by the Council in accordance with clause 30.1(a).

Replacement Services: any services that are identical or substantially similar to any of the Services and which the Council receives in substitution for any of the Services following the termination or expiry of this Contract, whether those services are provided by the Council internally or by any Replacement Service Provider.

Replacement Service Provider: any third party supplier of Replacement Services appointed by the Council from time to time.

Request for Information: a request for information under the FOISA or the Environmental Information (Scotland) Regulations.

Service Credits: the sums attributable to a Service Failure as specified in the Pricing Schedule or otherwise as part of the documentation issued with the ITT.

Service Failure: a failure by the Service Provider to provide the Services in accordance with any individual Service Level measured on a monthly basis.

Service Levels: the service levels to which the Services are to be provided, as set out in the Specification or otherwise as part of the documentation issued with the ITT.

Service Provider Materials: any products developed, created and or manufactured by or on behalf of the Service Provider to be given away or sold in connection with the provision of the Services and the Deliverables.

Service Provider Party: the Service Provider's agents and contractors, including each Sub-Contractor.

Service Provider's Personnel: all employees, staff, other workers, agents and consultants of the Service Provider and of any Sub-Contractors who are engaged in the provision of the Services from time to time.

Service Provider's Tender: the tender or other response submitted by the Service Provider in response to the ITT.

Services: the services to be delivered by or on behalf of the Service Provider under this Contract, as more particularly described in the Specification and

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any additional services agreed between the Service Provider and the Council under the Change Control Procedure.

Special Conditions: any special conditions set out in the Contract Acceptance Letter.

Specification: the specification provided as part of the ITT and any additions to that specification as are agreed in writing between the Council and the Service Provider for additional services or deliverables.

Staff Vetting Procedure: the Council's procedures and policies for the vetting of personnel including (without limitation) those personnel whose role will involve Regulated Work or the handling of information of a sensitive or confidential nature or the handling of information which is subject to any relevant security measures.

Sub-Contract: any contract between the Service Provider and a third party pursuant to which the Service Provider agrees to source the provision of any of the Services from that third party.

Sub-Contractor: the contractors or service providers that enter into a Sub-Contract with the Service Provider.

Substantial Modification: a substantial modification as defined in regulation 72 of the Public Contracts (Scotland) Regulations 2015.

Term: the period commencing on the Commencement Date and ending on the expiry of the Initial Term or any Extension Period or the earlier termination of this Contract in accordance with its terms.

Termination Date: the date of expiry or termination of this Contract.

Total Fixed Fee Rental Income or **TFFRI**: the amounts, if any, to be paid by the Service Provider to the Council, as otherwise set out in the Contract.

TUPE: the Transfer of Undertakings (Protection of Employment) Regulations 2006 (SI 2006/246) as amended by The Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014 (CRATUPEAR) and as amended or replaced or any other Regulations implementing the Council Directive 77/187/EEC on the approximation of the laws of the Member States relating to the safeguarding of employees' rights in the event of transfers of undertakings, businesses or parts of undertakings or businesses.

Valid Invoice: a properly constituted invoice on the Council's headed paper addressed to the Service Provider.

Working Day: any day other than a Saturday or Sunday on which the Scottish clearing banks are open for business.

1.2 Clause, schedule and paragraph headings shall not affect the interpretation of this Contract.

- 1.3 A **person** includes a natural person, corporate or unincorporated body (whether or not having separate legal personality) and that person's legal and personal representatives, successors and permitted assignee.
- 1.4 The schedules form part of this Contract and shall have effect as if set out in full in the body of these terms and conditions and any reference to this Contract includes the schedules.
- 1.5 A reference to a company shall include any company, corporation or other body corporate, wherever and however incorporated or established.
- 1.6 Words in the singular shall include the plural and vice versa.
- 1.7 A reference to a statute or statutory provision is a reference to it as it is in force for the time being, taking account of any amendment, extension, or reenactment and includes any subordinate legislation for the time being in force made under it.
- 1.8 Any obligation in this Contract on a person not to do something includes an obligation not to agree or allow that thing to be done.
- 1.9 A reference to a document is a reference to that document as varied, assigned or novated (in each case, other than in breach of the provisions of this Contract) at any time.
- 1.10 References to clauses and schedules are to the clauses and schedules of these terms and conditions; references to paragraphs are to paragraphs of the relevant schedule.
- 1.11 The words **include** or **including** are to be construed as meaning without limitation.

Schedule 2 Contract management

This is the Schedule 2 referred to in the foregoing Terms and Conditions

	_	
1	AUTHORISED REPRESENTATIVES	۰
1.	AUTOURISED REPRESENTATIVES	•

- 1.1 The Council's initial Authorised Representative: [INSERT DETAILS]
- 1.2 The Service Provider's initial Authorised Representative: [INSERT DETAILS]

2. KEY PERSONNEL

[INSERT DETAILS]

3. MEETINGS

- 3.1 Type
- 3.2 Quorum
- 3.3 Frequency
- 3.4 Agenda

4. REPORTS

- 4.1 Type (including financial)
- 4.2 Contents
- 4.3 Frequency
- 4.4 Circulation list

Schedule 3 Change control

This is the Schedule 3 referred to in the foregoing Terms and Conditions

1. GENERAL PRINCIPLES

- 1.1 Where the Council or the Service Provider sees a need to change this Contract, the Council may at any time request, and the Service Provider may at any time recommend, such Change only in accordance with the Change Control Procedure set out in paragraph 2 of this Schedule 3.
- 1.2 Until such time as a Change is made in accordance with the Change Control Procedure, the Council and the Service Provider shall, unless otherwise agreed in writing, continue to perform this Contract in compliance with its terms before such Change.
- 1.3 Any discussions which may take place between the Council and the Service Provider in connection with a request or recommendation before the authorisation of a resultant Change shall be without prejudice to the rights of either party.
- 1.4 Any work undertaken by the Service Provider and the Service Provider's Personnel which has not been authorised in advance by a Change, and which has not been otherwise agreed in accordance with the provisions of this Schedule 3, shall be undertaken entirely at the expense and liability of the Service Provider.

2. PROCEDURE

- 2.1 Discussion between the Council and the Service Provider concerning a Change shall result in any one of the following:
 - (a) no further action being taken; or
 - (b) a request to change this Contract by the Council; or
 - (c) a recommendation to change this Contract by the Service Provider.
- 2.2 Where a written request for an amendment is received from the Council, the Service Provider shall, unless otherwise agreed, submit two copies of a Change Control Note signed by the Service Provider to the Council within three weeks of the date of the request.
- 2.3 A recommendation to amend this Contract by the Service Provider shall be submitted directly to the Council in the form of two copies of a Change Control Note signed by the Service Provider at the time of such

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recommendation. The Council shall give its response to the Change Control Note within three weeks.

- 2.4 Each Change Control Note shall contain:
 - (a) the title of the Change;
 - (b) the originator and date of the request or recommendation for the Change;
 - (c) the reason for the Change;
 - (d) full details of the Change, including any specifications;
 - (e) the price, if any, of the Change;
 - (f) a timetable for implementation, together with any proposals for acceptance of the Change;
 - (g) a schedule of payments if appropriate;
 - (h) details of the likely impact, if any, of the Change on other aspects of this Contract including:
 - (i) the timetable for the provision of the Change;
 - (ii) the personnel to be provided;
 - (iii) the TFFRI;
 - (iv) the Documentation to be provided;
 - (v) the training to be provided;
 - (vi) working arrangements;
 - (vii) other contractual issues;
 - (i) the date of expiry of validity of the Change Control Note; and
 - (j) provision for signature by the Council and the Service Provider.
- 2.5 For each Change Control Note submitted by the Service Provider the Council shall, within the period of the validity of the Change Control Note:
 - (a) allocate a sequential number to the Change Control Note; and
 - (b) evaluate the Change Control Note and, as appropriate:
 - (i) request further information;
 - (ii) arrange for two copies of the Change Control Note to be signed by or on behalf of the Council and return one of the copies to the Service Provider; or
 - (iii) notify the Service Provider of the rejection of the Change Control Note.

2.6 A Change Control Note signed by the Council and by the Service Provider shall constitute an amendment to this Contract. Any Change Control Note shall be materially in the form set out below.

CONTRACT CHANGE NOTE (CCN)

SEQUENTIAL NUMBER:	[TO BE ALLOCATED BY THE COUNCIL]
SUPPLIER NAME:	
CONTRACT TITLE/REFERENCE:	
ORIGINATOR:	[FOR THE [COUNCIL/SERVICE PROVIDER]
DATE CHANGE FIRST PROPOSED:	
NUMBER OF PAGES ATTACHED:	

WHEREAS the Service Provider and the Council entered into a Contract for the provision of the above mentioned Service dated and now wish to amend that Contract;

Reason for proposed change: [Party proposing change to complete]

Full details of proposed change:

[Party proposing change to complete]

Details of likely impact (if any) of proposed change on other aspects of the Contract:

[Party proposing change to complete]

IT IS AGREED as follows:

1. With effect from [date] the Contract shall be amended as set out below:

[Details of the amendments to the Contract to be inserted here – to include the explicit changes required to the text in order to effect the change, i.e. Clause/Schedule/paragraph number, required deletions and insertions etc]

2. Except as herein amended, all other terms and conditions of the Contract inclusive of any previous CCNs shall remain in full force and effect.

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Signed for a Provider	and on behalf of the Service	Signed for and on behalf of City of Edinburgh Council (Contracting Authority)			
Signature:		Signature:			
Name:		Name:			
Title:		Title:			
Date:		Date:			

Schedule 4

This is the Schedule 4 referred to in the foregoing Terms and Conditio	Γhis	s is the	Schedule	4 referred t	o in the	foregoing	Terms and	I Conditio
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Part A – Approved Designations

Part B – Event Logo(s)

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Schedule 5 TUPE

This is the Schedule 5 referred to in the foregoing Terms and Conditions

1. **DEFINITIONS**

The definitions in this paragraph apply in this schedule:

Admission Agreement: the agreement substantially in the form set out in Part 1 of this Schedule 5 (or as otherwise provided by the Council if not set out in Part 1 of this Schedule 5) to be entered into in accordance with regulation 5 of the Local Government Pension Scheme (Administration) (Scotland) Regulations 2008.

Appropriate Pension Provision: in respect of:

- (a) Eligible Employees, either:
 - membership, continued membership or continued eligibility for membership of the pension scheme of which they were members, or were eligible to be members, or were in a waiting period to become a member of, immediately prior to the Relevant Transfer; or
 - (ii) an occupational pension scheme, which is certified by the Government Actuary's Department (GAD) as being broadly comparable to the terms of the pension scheme of which they were, or were eligible to be, members immediately prior to the Relevant Transfer.

Bond: an indemnity or bond to be executed in the Council's standard form to the value referred to in the ITT or Contract Acceptance Letter.

Council's Actuary; the actuary or firm of actuaries appointed by the Council for the purposes of paragraph 6 of this Schedule 5.

Effective Date: the date or dates on which the Services (or any part of the Services) transfer from the Council or any Third Party Employer to the Service Provider or Sub-contractor, and a reference to Effective Date shall be deemed to be the date on which the employees in question transferred or will transfer to the Service Provider or Sub-contractor.

Eligible Employees: the Transferring Employees and/or employees of Third Party Employers who are active members of (or are eligible to join) the LGPS on the date of a Relevant Transfer including the Effective Date.

Employee Liability Information: the information that a transferor is obliged to notify to a transferee under Regulation 11(2) of TUPE:

(a) the identity and age of the employee; and

- (b) the employee's written statement of employment particulars (as required under section 1 of the Employment Rights Act 1996); and
- (c) information about any disciplinary action taken against the employee and any grievances raised by the employee, where the Employment Act 2002 (Dispute Resolution) Regulations 2004 (SI 2004/752) and/or a Code of Practice issued under Part IV of the Trade Union and Labour Relations (Consolidation) Act 1992 relating exclusively or primarily to the resolution of disputes applied, within the previous two years; and
- (d) information about any court or tribunal case, claim or action either brought by the employee against the transferor within the previous two years or where the transferor has reasonable grounds to believe that such action may be brought against the Service Provider arising out of the employee's employment with the transferor; and
- (e) information about any collective agreement that will have effect after the Effective Date or the Service Transfer Date, as the case may be, in relation to the employee under regulation 5(a) of TUPE.

Employment Liabilities: all claims, including claims for redundancy payments, unlawful deduction of wages, unfair, wrongful or constructive dismissal compensation, compensation for sex, race, disability, age, religion or belief, gender reassignment, marriage or civil partnership, pregnancy or maternity, or sexual orientation discrimination, claims for equal pay, claims in respect of pension rights, compensation for less favourable treatment of part-time workers, and any claims (whether in delict, contract, statute or otherwise), demands, actions, proceedings and any award, compensation, damages, tribunal awards, fine, loss, order, penalty, disbursement, payment made by way of settlement and costs and expenses reasonably incurred in connection with a claim or investigation (including any investigation by the Equality and Human Rights Commission or other enforcement, regulatory or supervisory body), and of implementing any requirements which may arise from such investigation, and any legal costs and expenses.

LGPS: the Local Government Pension Scheme (Scotland).

LGPS Regulations: the regulations governing the LGPS, including:

- (a) the Local Government Pension Scheme (Administration) (Scotland) Regulations 2008 (SSI 2008/228); and
- (b) the Local Government Pension Scheme (Benefits, Membership and Contributions) (Scotland) Regulations 2008 (SSI 2008/230); and
- (c) the Local Government Pension Scheme (Transitional Provisions) (Scotland) Regulations 2008 (SSI 2008/229)

(all as amended or replaced from time to time).

Relevant Employees: those employees whose contracts of employment transfer with effect from the Service Transfer Date to the Council or a Replacement Service Provider by virtue of the application of TUPE.

Service Provider's Final Staff List: the list of all the Service Provider's and Sub-Contractors' personnel employed or engaged in, or wholly or mainly assigned to, the provision of the Services or any part of the Services at the Service Transfer Date.

Service Provider's Provisional Staff List: the list prepared and updated by the Service Provider of all the Service Provider's and Sub-Contractors' personnel employed or engaged in, or wholly or mainly assigned to, the provision of the Services or any part of the Services at the date of the preparation of the list.

Service Transfer Date: the date on which the Services (or any part of the Services), transfer from the Service Provider or Sub-contractor to the Council or any Replacement Service Provider.

Staffing Information: in relation to all persons detailed on the Service Provider's Provisional Staff List, in an anonymised format, such information as the Council may reasonably request including the Employee Liability Information and details of whether the personnel are employees, workers, self-employed, contractors or consultants, agency workers or otherwise, and the amount of time spent on the provision of the Services.

Third Party Employee: employees of Third Party Employers whose contract of employment transfer with effect from the Effective Date to the Service Provider or Sub-contractor by virtue of the application of TUPE.

Third Party Employer: a service provider engaged by the Council to provide any of the Services to the Council and whose employees will transfer to the Service Provider on the Effective Date.

Transferring Employees: employees of the Council whose contracts of employment transfer with effect from the Effective Date to the Service Provider or Sub-Contractor by virtue of the application of TUPE.

2. TRANSFER OF EMPLOYEES TO THE SERVICE PROVIDER

- 2.1 The Council and the Service Provider agree that where the identity of the provider of any of the Services changes, this shall constitute a Relevant Transfer and the contracts of employment of any Transferring Employees and Third Party Employees shall transfer to the Service Provider or Subcontractor. The Service Provider shall comply and shall procure that each Sub-Contractor shall comply with their obligations under TUPE. Such a Relevant Transfer shall occur on the relevant Effective Date.
- 2.2 The Council shall be responsible for all remuneration, benefits, entitlements and outgoings payable in respect of the Transferring Employees, including

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without limitation, all wages, holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions, pension contributions and otherwise, up to the Effective Date.

- 2.3 The Service Provider shall be liable for and indemnify and keep indemnified the Council and any Third Party Employer against Employment Liabilities arising from or in connection with any claim by or on behalf of any actual or alleged Transferring Employee or Third Party Employee in respect of their actual or claimed employment or engagement, and/or the termination of such employment or engagement, on or after the Effective Date, and in respect of:
 - (a) any proposed changes to terms and conditions of employment the Service Provider or Sub-Contractor may consider taking on or after the Effective Date:
 - (b) any such person informing the Council or any Third Party Employer they object to being employed by the Service Provider or Sub-Contractor; and
 - (c) any change in identity of the Transferring Employees' or Third Party Employees' employer as a result of the operation of TUPE or as a result of any proposed measures the Service Provider or Sub-Contractor may consider taking on or after the Effective Date.
- 2.4 The Service Provider shall be liable for and indemnify and keep indemnified the Council and any Third Party Employer against any failure to meet all remuneration, benefits, entitlements and outgoings for the Transferring Employees, the Third Party Employees, and any other person who is or will be employed or engaged by the Service Provider or any Sub-Contractor in connection with the provision of the Services, including without limitation, all wages, holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions, pension contributions and otherwise from and including the Effective Date.
- 2.5 The Service Provider acknowledges and accepts that TUPE may apply so that the contracts of employments of the Transferring Employees and any Third Party Employees, any collective agreement with any recognised trade union in respect of the Transferring Employees automatically transfer to the Service Provider or any Sub-Contractor on the Transfer Date (subject to the right of any Transferring Employees to object to transfer).
- 2.6 The Service Provider shall immediately on request by the Council and/or any Third Party Employer provide details of any measures that the Service Provider or any Sub-Contractor of the Service Provider envisages it will take in relation to any Transferring Employees and any Third Party Employees including any proposed changes to terms and conditions of employment. If there are no measures, the Service Provider shall give confirmation of that fact, and shall indemnify the Council and any Third Party Employer against all

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Employment Liabilities resulting from any failure by it to comply with this obligation or any obligation to inform and/or consult under TUPE.

3. EMPLOYMENT EXIT PROVISIONS

- 3.1 This Contract envisages that subsequent to its commencement, the identity of the provider of the Services (or any part of the Services) may change (whether as a result of termination of this Contract, or part or otherwise) resulting in a transfer of the Services in whole or in part (**Subsequent Transfer**). If a Subsequent Transfer is a Relevant Transfer then the Council or Replacement Service Provider will inherit liabilities in respect of the Relevant Employees with effect from the relevant Service Transfer Date.
- 3.2 The Service Provider shall and shall procure that any Sub-Contractor shall on receiving notice of termination of this Contract or otherwise, on request from the Council and at such times as required by TUPE, provide in respect of any person engaged or employed by the Service Provider or any Sub-Contractor in the provision of the Services, the Service Provider's Provisional Staff List and the Staffing Information together with any additional information requested, including information as to the application of TUPE to the employees. The Service Provider shall notify the Council of any material changes to this information as and when they occur. The Service Provider agrees that, in preparing its Provisional Staff List it will consult with and take into account any information provided by the Council in respect of the designation of such staff.
- 3.3 From the earliest of (i) the date on which notice of early termination of this Contract (or part of the Services under this Contract) has been given; and (ii) the date which is 12 months prior to the end of the Term, the Service Provider will not (and will procure that its Sub-Contractors will not), without the prior written consent of the Council:
 - (a) assign any person to the provision of the Services (or the relevant part) which is the subject of a Subsequent Transfer who is not listed in the Service Provider's Provisional Staff List;
 - (b) increase the total number of employees on the Service Provider's Provisional Staff List, save for fulfilling assignments and projects previously scheduled and agreed;
 - (c) replace or dismiss or give notice to dismiss any person listed on the Service Provider's Provisional Staff List or deploy any other person to perform the Services (or the relevant part), save for fulfilling assignments and projects previously scheduled and agreed and/or replacing voluntary resignations or staff terminated by due disciplinary process to satisfy previously agreed work streams, provided that any replacement is employed or engaged on the same terms and conditions as the person he/she replaces;

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- (d) make, propose or permit any material changes to terms and conditions of those listed on the Service Provider's Provisional Staff List or introduce any new contractual or customary practices concerning lump sum or termination payments to any such person or group of persons;
- (e) increase the proportion of working time spent on the Services (or the relevant part) by any person listed on the Service Provider's Provisional Staff List.
- 3.4 At least 28 days prior to the Service Transfer Date, the Service Provider shall and shall procure that any Sub-Contractor shall prepare and provide to the Council and/or, at the direction of the Council, to the Replacement Service Provider, the Service Provider's Final Staff List, which shall be complete and accurate in all material respects. The Service Provider's Final Staff List shall identify which of the Service Provider's and Sub-Contractor's personnel named are Relevant Employees.
- 3.5 The Council shall be permitted to use and disclose the Service Provider's Provisional Staff List, the Service Provider's Final Staff List and the Staffing Information for informing any tenderer or other prospective Replacement Service Provider for any services that are substantially the same type of services as (or any part of) the Services.
- 3.6 The Service Provider warrants to the Council and the Replacement Service Provider that the Service Provider's Provisional Staff List, the Service Provider's Final Staff List and the Staffing Information (**TUPE Information**) will be true and accurate in all material respects and that no persons are employed or engaged in the provision of the Services other than those included on the Service Provider's Final Staff List.
- 3.7 The Service Provider shall and shall procure that any Sub-Contractor shall ensure at all times that it has the right to provide the TUPE Information under Data Protection Legislation.
- 3.8 Any change to the TUPE Information which would increase the total employment costs of the staff in the six months prior to full or partial expiry or termination of this Contract shall not (so far as reasonably practicable) take place without the Council's prior written consent, unless such changes are required by law. The Service Provider shall and shall procure that any Sub-Contractor shall supply to the Council full particulars of such proposed changes and the Council shall be afforded reasonable time to consider them.
- 3.9 Within seven (7) Working Days after a Subsequent transfer, the Service Provider will provide to the Council, or relevant Replacement Service Provider, in respect of each person on the Service Provider's Final Staff List (and/or any other person whose employment transfers or is alleged to transfer

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to the Council or Replacement Service Provider: the most recent month's copy payslip data, details of cumulative pay for tax and pension purposes, details of cumulative tax paid, tax code, details of any voluntary deductions from pay, and bank/building society account details for payroll purposes.

- 3.10 The Service Provider shall indemnify and keep indemnified in full the Council and at the Council's request each and every Replacement Service Provider against all Employment Liabilities relating to any claim by or on behalf of any person listed on the Service Provider's Final List and/or any other person whose employment or engagement transfers or is claimed to transfer to the Council and/or a Replacement Service Provider (or whose employment is claimed would have so transferred had he not resigned) arising from or connected with
 - (a) the actual or claimed employment or engagement of such person or the actual or claimed termination of such employment of engagement prior to the Service Transfer Date
 - (b) any failure by the Service Provider and/or any Sub-Contractor to comply with any legal obligation under TUPE, whether under regulation 13 or 14 of TUPE or any award of compensation under regulation 15 of TUPE, under the Acquired Rights Directive or otherwise and, whether any such claim arises or has its origin before or after the Service Transfer Date.
- 3.11 If any person not referred to in the Service Provider's Final Staff List claims or alleges that their employment has transferred to the Council or any Replacement Service Provider under TUPE or otherwise as a result of a Subsequent Transfer, or would have so transferred had he not resigned, then the Council or Replacement Service Provider shall be entitled to terminate such actual or alleged employment and, provided that such termination takes effect within 2 months of such allegation, the Service Provider shall indemnify the Council and/or the Replacement Service Provider (as appropriate) in respect of all Employment Liabilities relating to such person's employment, engagement and/or its termination.
- 3.12 The Service Provider shall, if so requested by the Council, enter into an appropriate deed of indemnity with any Replacement Service Provider on the same terms as appear in paragraphs 3.9 and 3.11 and shall indemnify the Council in respect of any liabilities arising from a failure to do so, including as a result of any liabilities which arise under any back-to-back indemnity provided by the Council to any Replacement Service Provider.
- 3.13 The parties shall co-operate to ensure that any requirement to inform and consult with the employees and or employee representatives in relation to any Relevant Transfer as a consequence of a Subsequent Transfer will be fulfilled.

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3.14 It is expressly agreed that the parties may by agreement rescind or vary any terms of this contract without the consent of any other person who has the right to enforce its terms or the term in question despite that such rescission or variation may extinguish or alter that person's entitlement under that right.

4. Pensions

4.1 The Service Provider shall or shall procure that any relevant Sub-Contractor shall ensure that all Eligible Employees are provided with Appropriate Pension Provision with effect from the Effective Date up to and including the date of the termination or expiry of this Contract.

5. ADMITTED BODY STATUS TO THE LOCAL GOVERNMENT PENSION SCHEME

- 5.1 Where the Service Provider or Sub-Contractor wishes to offer the Eligible Employees membership of the LGPS, the Service Provider shall or shall procure that it and/or each relevant Sub-Contractor shall enter into an Admission Agreement to have effect from and including the Effective Date or, if the Relevant Transfer occurs after the Effective Date, from and including the date of that Relevant Transfer. The Service Provider or Sub-Contractor will bear the cost of any actuarial assessment required in order to assess the employer's contribution rate or Bond value in respect of any Eligible Employee who elects to join the LGPS on or after the Effective Date.
- 5.2 The Service Provider shall indemnify and keep indemnified the Council and/or any Replacement Service Provider and, in each case, their service providers, from and against all direct losses suffered or incurred by it or them, which arise from any breach by the Service Provider or Sub-Contractor of the terms of the Admission Agreement, to the extent that such liability arises before or as a result of the termination or expiry of this Contract.
- 5.3 The Service Provider shall and shall procure that it and any Sub-Contractor shall prior to the Effective Date or, if the Relevant Transfer occurs after the Effective Date, from and including the date of that Relevant Transfer, obtain any Bond required in accordance with the LGPS Regulations and Admission Agreement. The format for the Bond shall be the Council's format.
- 5.4 The Service Provider shall and shall procure that any relevant Sub-Contractor shall award benefits (where permitted) to the Eligible Employees under the LGPS Regulations in circumstances where the Eligible Employees would have received such benefits had they still been employed by the Council. The Service Provider shall be responsible for meeting all costs associated with the award of such benefits.

6. SERVICE PROVIDER'S PENSION SCHEME

- 6.1 Where the Service Provider or Sub-Contractor does not wish to or is otherwise prevented from offering the Eligible Employees membership or continued membership of the LGPS, the Service Provider shall or shall procure that any relevant Sub-Contractor shall offer the Eligible Employees membership of an occupational pension scheme with effect from the Effective Date or, if the Relevant Transfer occurs after the Effective Date, from and including the date of that Relevant Transfer (the Service Provider's Scheme). The Service Provider's Scheme must be:
 - (a) established no later than three months prior to the date of the Relevant Transfer; and
 - (b) certified by the GAD as providing benefits that are broadly comparable to those provided by the LGPS.

and the Service Provider shall produce evidence of compliance with this paragraph 6.1 to the Council prior to the date of the Relevant Transfer.

- 6.2 The Service Provider shall and shall procure that any relevant Sub-Contractor shall allow Eligible Employees to transfer their accrued benefits under the LGPS to the Service Provider's Scheme on a fully protected basis
- 6.3 The Council's Actuary shall determine the terms for any such bulk transfers from the LGPS to the Service Provider's Scheme following the Effective Date, the terms of which will be based substantially on the actuarial method and assumptions referred to in the ITT or Contract Acceptance Letter. The Service Provider shall procure and shall procure that any relevant Sub-Contractor shall procure that the benefits to be awarded in the Service Provider's Scheme in respect of such a bulk transfer shall be of broadly equivalent value to the benefits being given up in the LGPS and full (or day-for-day) service credits will be awarded in the Service Provider's Scheme to any Eligible Employee who consents to such a bulk transfer.
- 6.4 Upon a Subsequent Transfer, to which paragraph 3 of this Schedule 5 applies, the Service Provider shall procure that a bulk transfer value from the Service Provider's Scheme to the LGPS (or other pension scheme provided by the Replacement Service Provider for transferring Eligible Employees) is offered to the Eligible Employees, in respect of their accrued benefits in the Service Provider's Scheme. Such bulk transfer value shall be calculated as a past service reserve transfer value on the basis of such actuarial method and assumptions as the appointed scheme actuary to the Service Provider's Scheme shall determine and agree with the Council's Actuary to be reasonable, but in any event, being no less favourable to the Eligible Employees, in the opinion of the Council's Actuary, than the terms of the initial bulk transfer from the LGPS to the Service Provider's Scheme.

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7. Pensions For New Joiners To The Workforce

- 7.1 The Service Provider shall and shall procure that any relevant Sub-Contractor shall offer any employees engaged in the provision of the Services who are not Eligible Employees with access to one of the following pension arrangements:
 - (a) access to the LGPS under the Admission Agreement or to the Service Provider's Scheme (as applicable); or
 - (b) membership of a contracted-out final salary based defined benefit pension scheme; or
 - (c) a defined contribution Registered Pension Scheme (having the meaning given to that term by Section 150(2) of the Finance Act 2004) in respect of which the employer must match employee contributions up to at least 6%.

8. INDEMNITY

The Service Provider shall indemnify, and keep indemnified in full the Council against all and any costs, expenses, liabilities, damages and losses (including legal costs or expenses) of whatever nature (including for this purpose in relation to any court, Employment Tribunal or Pensions Ombudsman proceedings, order judgement, award or direction awarded) which the Council may sustain, incur or pay arising out of or in connection with the Service Provider's (or any relevant Sub-Contractor's) provision of, or any failure to provide, any retirement or death benefits prior to the Service Transfer Date, whether on having reached a particular age or on the onset of serious ill-health or incapacity or otherwise, including, without prejudice to the generality of the foregoing, any liability attributable to compliance with the requirements of TUPE, as interpreted by the European Court of Justice cases of Beckmann v Dynamco Whicheloe Macfarlane Limited and Martin & Others v South Bank University.

Part 1. Admission Agreement

Schedule 6 Council's Premises and Assets and Reinstatement Bond

This is the Schedule 6 referred to in the foregoing Terms and Conditions

[DETAILS OF COUNCIL PREMISES AND ANY APPLICABLE LEASES OR LICENCES CONTAINED IN SPECIFICATION DOCUMENT AND DRAFT REINSTATEMENT BOND]

Schedule 7 Insurance

This is the Schedule 7 referred to in the foregoing Terms and Conditions

The following levels of cover:

- (a) public liability insurance with a limit of indemnity of not less than £10,000,000 in relation to any one claim or series of claims;
- (b) employer's liability insurance with a limit of indemnity of not less than £5,000,000 or such higher amount as may be in accordance with any legal requirement for the time being in force in relation to any one claim or series of claims;
- (c) professional indemnity insurance with a limit of indemnity of not less than £5,000,000 in relation to any one claim or series of claims and shall ensure that all professional consultants or Sub-Contractors involved in the provision of the Services hold and maintain appropriate cover;
- (d) [NOT USED]

Schedule 8 Sustainability

This is the Schedule 8 referred to in the foregoing Terms and Conditions

1 **SUSTAINABILITY**

- 1.1 The Service Provider must assist the Council in achieving its Sustainable Edinburgh 2020 commitments by taking account of the Council's Sustainable Procurement Policy which requires the Council through its procurement and management of suppliers, inter alia, to
 - (a) Deliver community benefits;
 - (b) Minimise (carbon based) energy use;
 - (c) Minimise water use;
 - (d) Minimise the use of raw materials;
 - (e) Minimise waste;
 - (f) Use recycled packaging, where practicable, and minimise, reuse and recycle packaging;
 - (g) Minimise the release of greenhouse gases which contribute to climate change;
 - (h) Prepare for and adapt to the anticipated impacts of climate change so as to minimise the risk of disruption and the need to take remedial measures;
 - (i) Minimise pollution to air, water and land;
 - (j) Conserve and enhance biodiversity;
 - (k) Avoid genetically modified food or food with genetically modified ingredients; and
 - (I) Consider animal welfare, and wherever possible, avoid goods which have been developed using animal testing.
 - 1.1.1 The Service Provider will achieve this by developing, implementing, maintaining and regularly reporting on a Sustainable Development Action Plan which delivers the sustainability requirements specified by the Council.
- 1.2 The Service Provider shall (and shall procure that the Service Provider's Personnel shall) operate and actively sustain a clear ethical sourcing policy, spanning the full supply chain, which does not knowingly support the trade in slavery, prostitution, arms, illegal drugs and tobacco nor suppliers who breach International Labour Organisation conventions.

Sustainable Timber

1.3 In respect of any services or supplies to the Council which require the provision or use of timber or timber products the Service Provider will procure

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such timber or timber products from legal and well managed forests which are certified under third party certification schemes and comply with the criteria set out in "UK Government Timber Procurement Policy: Criteria for Evaluating Category A Evidence".

- 1.4 The Service Provider shall provide on request by the Council such evidence that the timber source is sustainable as is set out in "UK Government Timber Procurement Policy: Framework for Evaluating Category B Evidence".
- 1.5 The Service Provider will where practicable use recycled timber and products using recycled timber.
- 1.6 The Service Provider will complete and submit to the Council on request the Council's Timber and Wood Products Monitoring Form along with the following documentary evidence that the timber and timber products have been procured sustainably:-
 - 1.6.1 suppliers Forestry Stewardship Council, the Programme for Endorsement of Forest Certification Scheme or equivalent certificates;
 - 1.6.2 delivery notes or invoices stating chain of custody numbers;
 - 1.6.3 details of the Service Providers onsite timber monitoring arrangements; and
 - 1.6.4 details of any action taken by the Service Provider to deal with non-compliance.

2 ROAD SAFETY

- 2.1 The Service Provider shall ensure that any vehicle larger than 7.5 tonnes unloaded weight used in the delivery of this Contract (1) bears prominent signage on its rear to warn cyclists of the dangers of passing the vehicle on the inside and (2) has Fresnel lenses fitted to the passenger window to improve 'nearside' driver visibility.
- 2.2 The Service Provider shall carry out a driving licence check with the DVLA for all drivers employed by it prior to the commencement of the Contract and shall carry out follow up checks on at least an annual basis for those with less than 6 points on their driving licence and at least quarterly checks for those with 6 or more points on their driving licence. The Service Provider shall not permit any driver disqualified from driving a vehicle to be used in the delivery of this Contract.
- 2.3 The Service Provider shall provide the Council with an updated Collision Report, reporting all collisions between its vehicles used in the delivery of this

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Contract and other road users, at the end of each quarter and within five (5) Working Days of a written request from the Council to evidence that it is monitoring and investigating collisions on an ongoing basis.

Schedule 9 Step-in

This is the Schedule 9 referred to in the foregoing Terms and Conditions

- 1. The Council may take action under this Schedule 9 in the following circumstances:
 - (a) any of the circumstances in any of clauses 30.1(a) to (k) (inclusive) of the foregoing terms and conditions occurs;
 - (b) where the Service Provider is not in breach of its obligations under this Contract but the Council considers that the circumstances constitute an emergency;
 - (c) where a Regulatory Body has advised the Council that the exercise by the Council of its rights under this clause is necessary;
 - (d) because a serious risk exists to the health or safety of persons, property or the environment; and/or
 - (e) to discharge a statutory duty.
- 2. Before the Council exercises its right of step-in under this Schedule 9 it shall permit the Service Provider the opportunity to demonstrate to the Council's reasonable satisfaction within twenty (20) Working Days that the Service Provider is still able to provide the Services in accordance with the terms of this Contract and/or remedy the circumstances giving rise to the right to step-in without the requirement for the Council to take action.
- 3. If the Council is not satisfied with the Service Provider's demonstration pursuant to paragraph 2 above, the Council may:
 - (a) where the Council considers it expedient to do so, require the Service Provider by notice in writing to take those steps that the Council considers necessary or expedient to mitigate or rectify the state of affairs giving rising to the Council's right to step-in;
 - appoint any person to work with the Service Provider in performing all or a part of the Services (including those provided by any Subcontractor); or
 - (c) take the steps that the Council considers appropriate to ensure the performance of all or part of the Services (including those provided by any Sub-contractor).
- 4. The Service Provider shall co-operate fully and in good faith with the Council, or any other person appointed in respect of paragraph 3(b) above, and shall adopt any reasonable methodology in providing the Services recommended by the Council or that person.
- 5. If the Service Provider:

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- (a) fails to confirm within ten (10) Working Days of a notice served pursuant to paragraph 3(a) above that it is willing to comply with that notice; or
- (b) fails to work with a person appointed in accordance with paragraph 3(b) above; or
- (c) fails to take the steps notified to it by the Council pursuant to paragraph 3(c) above,

then the Council may take action under this Schedule 9 either through itself or with the assistance of third party contractors, provided that the Service Provider may require any third parties to comply with a confidentiality undertaking equivalent to clause 27 (Confidentiality) of the foregoing terms and conditions.

- 6. If the Council takes action pursuant to paragraph 5 above, the Council shall serve a notice ("Step-in Notice") on the Service Provider. The Step-in Notice shall set out the following:
 - (a) the action the Council wishes to take and in particular the Services it wishes to control:
 - (b) the reason for and the objective of taking the action;
 - (c) the date it wishes to commence the action;
 - (d) the time period which it believes will be necessary for the action;
 - (e) whether the Council will require access to the Service Provider's premises;
 - (f) to the extent practicable, the effect on the Service Provider and its obligations to provide the Services during the period the action is being taken.
- 7. Following service of a Step-in Notice, the Council shall:
 - (a) take the action set out in the Step-in Notice and any consequential additional action as it reasonably believes is necessary to achieve (together, the "Required Action");
 - (b) keep records of the Required Action taken and provide information about the Required Action to the Service Provider;
 - (c) co-operate wherever reasonable with the Service Provider in order to enable the Service Provider to continue to provide any Services in relation to which the Council is not assuming control; and
 - (d) act reasonably in mitigating the cost that the Service Provider will incur as a result of the exercise of the Council's rights under this clause.

- 8. For so long as and to the extent that the Required Action is continuing, then:
 - (a) the Service Provider shall not be obliged to provide the Services to the extent that they are the subject of the Required Action;
 - (b) subject to paragraph 9 below, the Council shall pay to the Service Provider the Charges after the deduction of any applicable Service Credits and the Council's costs of taking the Required Action.
- 9. If the Required Action results in the degradation of any Services not subject to the Required Action beyond that which would have been the case had the Council not taken the Required Action, then the Service Provider shall be entitled to an agreed adjustment of the Charges, provided that the Service Provider can demonstrate to the reasonable satisfaction of the Council that the Required Action has led to the degradation.
- 10. Before ceasing to exercise its step in rights under this clause the Council shall deliver a written notice to the Service Provider ("Step-Out Notice"), specifying:
 - (a) the Required Action it has actually taken; and
 - (b) the date on which the Council plans to end the Required Action ("Step-Out Date") subject to the Council being satisfied with the Service Provider's ability to resume the provision of the Services and the Service Provider's plan developed in accordance with paragraph 11 below.
- 11. The Service Provider shall, following receipt of a Step-Out Notice and not less than twenty (20) Working Days prior to the Step-Out Date, develop for the Council's approval a draft plan ("Step-Out Plan") relating to the resumption by the Service Provider of the Services, including any action the Service Provider proposes to take to ensure that the affected Services satisfy the requirements of this Contract.
- 12. If the Council does not approve the draft Step-Out Plan, the Council shall inform the Service Provider of its reasons for not approving it. The Service Provider shall then revise the draft Step-Out Plan taking those reasons into account and shall re-submit the revised plan to the Council for the Council's approval. The Council shall not withhold or delay its approval of the draft Step-Out Plan unnecessarily.
- 13. The Service Provider shall bear its own costs in connection with any step-in by the Council under this Schedule 9.

Schedule 10 Use of Event Logo(s) and Approved Designations

This is the Schedule 10 referred to in the foregoing Terms and Conditions

1 Obligations of the Service Provider

- 1.1 The Service Provider hereby represents, warrants and undertakes to the Council:
 - 1.1.1 to use the Event Logo(s) and the Approved Designations strictly in accordance with the Brand Guidelines;
 - to only use the Event Logo(s) and Approved Designations for the purpose of delivering the Services and Deliverables;
 - 1.1.3 not to amend or modify any of the Event Logo(s) or Approved Designations or attach any prefix or suffix thereto;
 - 1.1.4 to provide to the Council on request, at the Service Provider's own cost and in sufficient time all necessary information, artwork, copy, layout featuring the Event Logo(s) and or Approved Designations used or intended to be used by or on behalf of the Service Provider;
 - 1.1.5 not to use the Event Logo(s) and/or the Approved Designations or otherwise deliver the Services and Deliverables under this Contract in a manner which is, or might be, prejudicial, defamatory, injurious or bring into disrepute, ridicule or lessen the public reputation, goodwill or favourable image of the Council or the Event;
 - 1.1.6 not to take steps to register any trade mark or logo belonging to the Council; and
 - 1.1.7 not to make or cause to be made or issued any announcement to the press or media regarding the Service Provider's appointment hereunder or any announcement featuring any of the Event Logo(s) and or Approved Designations except in the form approved in advance and in writing by the Council.

2 Approvals

- 2.1 For the purpose of ensuring that any promotion by the Service Provider of their association with the Council complies with the Council's standards, the Service Provider shall, prior to making any reference to the Council any Event or Event Logo(s) or Approved Designation in any media, or in any material or manner whatsoever, submit to the Council, allowing at least [five (5)] working days for the Council to consider the material, representative samples of any intended advertising, statements and/or promotional materials with such other details and in such form as the Council may require for prior approval and shall incorporate any changes requested by the Council before publication.
- 2.2 The Council acknowledges that any material submitted to it for approval under paragraph 2.1 will be deemed to have been approved unless within

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[five (5)] working days following receipt thereof it gives written notice to the Service Provider objecting to the material and providing reasons to enable the Service Provider to remedy the matter. If the Service Provider follows the Council's directions in full for altering the material the Service Provider shall be entitled to use the same without further reference to the Council.

3 Council Logo(s)

- The Service Provider acknowledges that all Intellectual Property in the Event Logo(s) together with any goodwill attaching thereto shall, as between the parties, remain the sole property of the Council. The Service Provider shall not apply to register or procure the registration of any design, trade mark, domain name consisting of or colourably similar to the Event Logo(s).
- 3.2 If any rights, title or interest in or to the Event Logo(s) or any goodwill arising out of the use thereof become vested in the Service Provider (by the operation of law or otherwise), the Service Provider shall hold the same in trust for and shall at the request of the Council forthwith unconditionally assign, free of charge, any such right, title, interest or goodwill to the Council and execute any documents and do all acts required by the Council for the purpose of confirming such assignation.
- During the Term the Service Provider shall immediately give notice in writing to the Council setting forth the facts in reasonable detail if it becomes aware of any:
 - infringement or suspected infringement of the Intellectual Property of the Council; or
 - 3.3.2 claims made or threatened that the Intellectual Property of the Council infringe the rights of any third party.
- In the case of any infringement or suspected infringement by any third party of any of the Council's Intellectual Property:
 - 3.4.1 the Council shall in its sole discretion decide what action if any to take and the Service Provider shall not be entitled to bring any action for infringement under Section 30 of the Trade Marks Act 1994, regardless of any such decision;
 - 3.4.2 the Council shall have sole control over and conduct of all claims and proceedings;
 - 3.4.3 the Service Provider shall provide the Council with all assistance as it may reasonably require in the conduct of any claims or proceedings subject to the payment of the Service Provider's reasonable costs;
 - 3.4.4 the Council shall be entitled to claim in respect of any loss suffered or likely to be suffered by the Service Provider and the Council shall be entitled to retain any damages awarded in respect of such claim and the provisions of Section 30(6) of the Trade Marks Act 1994 are hereby, expressly excluded to the fullest extent permitted by law; and

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- 3.4.5 the Council shall bear the costs of any proceedings and shall be entitled to retain for its own account all sums recovered.
- 3.5 If the Council so requires, the Service Provider shall provide the Council with all reasonable assistance in execution and registration of a formal trade mark licence reflecting the rights granted under this Agreement at the appropriate trade mark registries.

4 Marketing Plans

- 4.1 The Sponsor shall supply to the Council copies of each of the Service Provider's plans and other documentation relating to the use or exploitation of the Event Logo(s) and Approved Designations and the delivery of the Services and Deliverables as soon as reasonably practicable following the development of such plans and other documents ("Marketing Plans"). The Marketing Plans will, inter alia, detail all marketing, promotional, advertising and other activities to be undertaken by the Service Provider in respect of the delivery of the Services and Deliverables.
- 4.2 The Parties shall, if necessary, meet on such date(s) as may reasonably be required by the Council, giving reasonable notice, to review and update the then current Marketing Plans.
- 4.3 The Service Provider shall make such updates to the Marketing Plans as the Council reasonably requires from time to time.

5. Service Provider Products

- 5.1 The Service Provider shall be entitled to use the Event Logo(s) and or Approved Designations on the Service Provider Materials only.
- 5.2 The Service Provider represents, warrants and undertakes that each item of the Service Provider Materials shall:-
 - 5.2.1 be of appropriate quality and meet (or exceed) the highest safety standards applicable to items of that nature, and be suitable for its intended purpose;
 - 5.2.2 be tamper-proof; and
 - 5.2.3 be manufactured, packaged, distributed, advertised and sold in compliance with all Applicable Laws.
- 5.3 The Service Provider undertakes to develop and maintain for the Term and for such other period thereafter as any Service Provider Materials remain in circulation or use in accordance with this Contract, reasonable, appropriate and effective procedures in relation to the recall of Service Provider Materials, to ensure (in so far as it would reasonably be possible) prompt recall of such Service Provider Materials if required, and to implement such procedures if reasonably required by the Council.
- 5.4 The Service Provider acknowledges that the Council is not competent to determine whether any item of the Service Provider Materials is safe for distribution to and use by the public at large or otherwise compliant with any

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

Document is Restricted



Policy and Sustainability Committee

10.00am, Tuesday, 6 October 2020

Response to Council Motion on Whistleblowing Culture

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note that a fully independent review into certain specific matters is underway and is currently expected to complete its work in the Spring next year.
- 1.2 Building on the decision made at Council on 17 September 2020, agree that a further independent assessment of Council culture and relevant processes will be undertaken.
- 1.3 Refer this report to full Council on 15 October for decision.

Andrew Kerr

Chief Executive

Contact: Andrew Kerr, Chief Executive

E-mail: chief.executive@edinburgh.gov.uk | Tel: 0131 469 3002



Report

Response to Council Motion on Whistleblowing Culture

2. Executive Summary

- 2.1 This report provides a response for Committee in relation to the Motion and Amendment discussed at Council on 17 September 2020.
- 2.2 This report also sets out some details in relation to the current confidential ongoing investigation and makes recommendations in relation to a proposed further review of council culture and associated processes.

3. Background

- 3.1 On 17 September 2020, following presentation of a Motion in the terms set out in Appendix 1, Council unanimously agreed to note the Motion and agree the actions as further set out in Appendix 2.
- 3.2 The Council and the Police presently have ongoing investigations relating to the sudden death of a former staff member, which potentially involves examination of certain Council activities and staff knowledge over the past 20 years.
- 3.3 Officers have been requested to report to this Committee to bring forward potential plans and timescales in relation to the review noted within Appendix 2.

4. Main report

- 4.1 The Council Leadership Team (CLT) have made a sustained effort over recent years to embed an open and transparent culture, where colleagues feel both empowered to make decisions but also to make available a number of channels for individuals to report any concerns. This has been progressed through a widespread culture programme (Future, Engage, Deliver) in place (with over 1000 employees having been through different aspects of the programme, including 120 wider leadership team members), the development of best practice employee policies and an independently run whistleblowing service being established and embedded.
- 4.2 CLT also recognises that there is always more to do and, building on the agreed Motion, is proposing a two-strand investigative approach as set out in this report.

Information

4.3 It is recognised that the vast majority of staff are conscientious in the performance of their duties. Employees are therefore being encouraged to bring forward any information which they consider may assist the investigations set out in this report or indeed in relation to any other concerns, with confidentiality being assured through a referral through Safecall should that be the preferred route. This also applies to anyone else who considers that they may have relevant information.

Current Investigation

- 4.4 Members will appreciate that not much detail can currently be provided publicly in relation to the existing investigation in order to ensure that it, and any associated Police investigations, are not prejudiced in any way.
- 4.5 However, the Chief Executive has already taken a number of steps (following engagement with Police Scotland when the concerns initially came to light) to ensure that due processes were followed, colleagues were fully supported, and a full investigation could be carried out as quickly and robustly as possible.
- 4.6 An independent legal firm, Pinsent Masons, has been appointed to carry out an investigation, utilising their UK investigation team who have considerable experience in this type of investigation, into all relevant matters requiring to be examined and Group Leaders have been, and will be, fully kept up to date on progress.
- 4.7 The process is being developed at pace, with the scope of the Inquiry in the process of being finalised and agreed with the investigation team and in consultation with the Group Leaders.
- 4.8 In addition, an independent Chair of the investigation is in the process of being appointed in consultation with the Group Leaders, to absolutely guarantee independence and full scrutiny of and by the investigation.
- 4.9 Any instruction to appoint the Chair will require relevant independence checks to be undertaken as part of the appointment process.
- 4.10 Victims, others affected by the investigation and those who work in impacted service areas, are being offered full support through this difficult process and the Council will be following a victim centric and sensitive approach to these matters.

Further review of Council culture

4.11 The Council has made sustained progress with regard to improving our culture in recent years. The Council has implemented an exemplar whistleblowing service. With independent oversight from Safecall and Governance, Risk and Best Value Committee ("GRBV"), which has been chaired by an elected member from an opposition group since the service was introduced in 2014, a significant number of issues have been reported, investigated and dealt with appropriately. Since its inception in 2014, individuals have reported matters which have led to over 130 cases being investigated and, once concluded, reported to GRBV.

4.12 Per the employee survey in 2018, approximately 81% of employees who responded (representing approximately 26% of the workforce) were aware of the whistleblowing service being in place, with the majority of individuals responding also indicating a willingness to use the service.

Effectiveness

- 4.13 One of the challenges facing the Council is that it can only effectively deal with the issues reported to it or which otherwise come to the attention of management. To be effective and credible, investigations must also be proportionate, robust and evidence-led.
- 4.14 The Motion references a number of matters, many of which are historic and it is acknowledged that some of these matters noted have, unfortunately, indicated or included poor or unacceptable practice and/or gaps in governance. It is imperative that the Council learns from these matters to ensure that issues are addressed and people are supported to come forward with any information to highlight issues and improve services. However it is noted in this regard that the Council has robustly investigated matters brought to its attention, often utilising independent investigations.
- 4.15 The Council is keen to demonstrate a willingness for transparency, honesty, uncovering wrong-doing and resolving issues.

Follow-up

4.16 With regard to whistleblowing outcome actions, in October 2019 the Directors were asked to confirm that all actions from whistleblowing report recommendations had been implemented and sustained or were in progress. This was part of a process to ensure that relevant actions were being followed up on. To confirm the position, Internal Audit will progress their dip sample review of whistleblowing follow-up as part of the 21/22 Annual Plan.

Proposed further cultural review

- 4.17 Like any large organisation, there are always improvements that can be made. Accordingly, it is proposed that following the first phase of the investigation noted above (or earlier if advised by the Chair as being practicable), the Council have a further review and assessment of culture and practices carried out under the same independent Chair.
- 4.18 The exact terms of such further review will be determined by the independent Chair following their appointment, in consultation with the Group Leaders and the Chief Executive. Whilst this review will no doubt look at how the Council has dealt with matters, it is intended that this review be diagnostic in nature with learning and progressive outcomes.
- 4.19 The Council will need to work with the Chair to ensure that such review does not unnecessarily prejudice the Council's (or other third party's) position or interfere with other ongoing processes which may need to conclude first i.e. due process still needs to be adhered to.

- 4.20 Both officers and elected members have respective duties of care and responsibilities relating to the strategic and operational delivery of matters of public protection, safeguarding, corporate parenting and acting as the employer. This relationship and conjoining of responsibilities is critical to delivering an effective, positive and high-performing culture.
- 4.21 Once fully scoped, this review will provide us with an independent view of what cultural issues and aspects we may need to turn our attention to and address and where we have good practice we can build upon. The investigation will be open to elected members, staff, former staff, whistleblowers and members of the public with the independent Chair deciding how to progress with any information shared with them within the context of their remit.
- 4.22 The independent Chair will report publicly on their findings and will provide advice on how issues such as data protection and other legal and practical issues can be addressed in this regard.

5. Next Steps

- 5.1 The current investigation will be continued to conclusion as a priority. Group Leaders will be kept regularly up to date on progress, not less than monthly.
- 5.2 A wider review will thereafter take place (or commence earlier if considered practicable by the Chair), based on a remit to be agreed as set out above.

6. Financial impact

- 6.1 The funding for any such a future review in light of the current financial situation of the Council and future challenges will require to be considered once the scope has been agreed.
- 6.2 The potential consequential financial impact of any such review will also require to be considered. Any diagnostic review is likely to lead to issues being identified and any such issues will then need to be responded to, most likely through training or improved practices, and may need significant investment and time resource to support.

7. Stakeholder/Community Impact

- 7.1 Consultation with colleagues, Trades Unions and elected members will be required as part of any review.
- 7.2 The Council depends daily upon the hard work and commitment of its workforce, many of whom put in much discretionary effort in the face of adversity. The impact of Covid has evidenced this, with staff pulling together to deliver services under the most difficult of circumstances. However, it is critical that the Council investigate these matters fully and the impact of both the Motion and the commentary at

- Council will be taken into account to ensure that any further review is viewed positively and openly and does not have an overly adverse impact on staff morale and wellbeing, as well as the Council's ability to attract and retain staff.
- 7.3 It is recognised that staff will need to be supported and protected as appropriate whilst the Council looks at difficult issues. Trade Union assistance with regard to ensuring welfare of staff will also be of assistance in this regard.

8. Background reading/external references

8.1 Motion and Amendment at City of Edinburgh Council meeting 17 September 2020

9. Appendices

Appendix 1 – Motion

Appendix 2 – Amendment

Appendix 1 - Motion

City of Edinburgh Council 17 September 2020 Whistleblowing Culture

- 1) Council notes with concern the recent media reports about the sudden death of a Council employee who had been suspended and was under investigation by the Council and Police over serious criminal allegations.
- 2) Council further notes that media reports allege that complaints about the employee's behaviour date back over a number of years and that this behaviour was raised with the Council in the past. It is not clear to the public whether, or how, these matters were addressed.
- 3) Council notes that, since its introduction in 2014 the current whistleblowing process has improved matters with independent oversight from Safecall and the Governance, Risk and Best Value Committee being key contributors, but that there have been concerns raised historically in relation to pre-2014 whistleblowing and conduct inquiries into matters such as the statutory notices scandal, the matters examined by the Edinburgh Tram Inquiry, various investigations resulting in reports to Council detailing historic maladministration and the circumstances which led to the dismissal of the head teacher at Castlebrae High School. Many of these matters are still subject to Public Inquiry or Court proceedings.
- 4) Council expresses concern that current circumstances are potentially an indication of a negative culture which it was hoped was wholly historic in nature.
- 5) Council notes that an investigation has been commissioned by Council officers into the matters relating to the activities of the Council's former staff member and related activities, working with the Police as appropriate, potentially involving independent input, and that this will report back to the Chief Executive in due course.
- 6) Council recognises the confidentiality and sensitivity of the investigation and requests the Chief Executive to report back to Council on the outcome and any recommendations in due course and in the meantime to keep the Group Leaders updated on progress.
- 7) Council agrees the prime importance of ensuring confidence in its approach to whistleblowing, corruption and criminal wrongdoing, and notes that addressing the culture contributing to any such failings is crucial.
- 8) Council therefore agrees to instruct an independent Inquiry into the culture that developed that allowed this situation to exist within, to determine whether it continues to persist today and to report on any recommendations for change. The Inquiry will be led by a senior person with appropriate experience such as a QC or former senior Police officer.
- 9) The Inquiry should proceed at the earliest appropriate opportunity, taking account of internal processes, legal proceedings and Police investigations and recognising that some of these may have to conclude before this wider cultural inquiry begins. The remit will be decided independently of the staffing structure of the Council and agreed by Group Leaders in consultation with the independent person identified to lead the Inquiry. It should specifically include the Council's approach to the "avoidance of reputational damage" and whether this or any other aspects of culture within the Council has been a contributory factor in not fully identifying or addressing any potential wrongdoing.

Appendix 2 – Agreed Amendment (as adjusted)

Notes the motion

- 1. Council notes that the Chief Executive has already instructed a wide-ranging external independent investigation into matters relating to some of the issues highlighted in the motion and that the Council will continue to work with the Police as appropriate in this regard.
- 2. Council takes these matters very seriously and reiterates its resolve to root out any wrongdoing and to protect citizens, staff and service users from harm.
- 3. Council agrees that this independent investigation needs to begin without prejudicing ongoing Council and/or Police investigations should not be hindered and that anyone with information pertaining to the investigation are encouraged to come forward, including elected members.
- 4. Council notes that since 2014 Safecall has provided a robust, independent and supportive whistle blowing service for staff backed up by robust elected member scrutiny in the form of reporting to Governance, Risk and Best value.
- 5. Council further recognises the seriousness, confidentiality and sensitivity of the investigation and requests the Chief Executive to report back to Council, Governance Risk and Best Value Committee and Policy and Sustainability Committee as appropriate on the outcome and any recommendations in due course and in the meantime to keep the Group Leaders updated on progress. Council agrees the need for this investigation and subsequent report to be thorough, including the exploration of any connected historical issues, and make any recommendations for improvements as required.
- 6. Refers the Conservative motion onto Policy and Sustainability committee for further discussion on October 6th, 2020 to allow any relevant information relating to the process and timeline of investigations to be presented by officers to the contents of the motion and then brought back to Council on October 15th 2020 for a full discussion.